

City of Scottsdale, Arizona Proposed FY 2004/05 Budget

Budget Summary

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Volume One



City Council

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Mary Manross, Mayor
Wayne Ecton, Vice Mayor
Robert W. Littlefield
Ned O'Hearn
David Ortega
Roberta Pilcher
Tom Silverman

Administrative Staff

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Jan M. Dolan,
City Manager
Barbara Burns,
Assistant City Manager
Ed Gawf,
Deputy City Manager
Roger Klingler,
Assistant City Manager
Craig Clifford, CPA
Chief Financial Officer
Art Rullo,
Budget Director

City of Scottsdale
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Mayor and City Council's Mission

It is the mission of the City of Scottsdale to build citizen trust by fostering/practicing open, accountable, and responsive government; to provide quality services; to provide long-term prosperity; to preserve Scottsdale's unique southwestern character; to plan and manage growth in harmony with its desert surroundings; and to promote livability by enhancing and protecting its neighborhoods. Quality of life for residents and visitors shall be the paramount consideration.



Mary Manross, Mayor

Mary Manross was elected Mayor of Scottsdale in May 2000 after eight years as a councilwoman. Mayor Manross is a member of the National League of Cities (NLC) Transportation Infrastructure Steering Committee, the primary group responsible for the NLC's National policy on transportation. Mayor Manross also chairs Valley Metro, serves as President of the Arizona Municipal Water Users Association (AMWUA), is on the Executive Committee of Maricopa Association of Governments (MAG), is an executive board member of The League of Arizona Cities and Towns and active with the Arizona Town Hall and Arizona Women in Municipal Government. Prior to her time in elected office, Mayor Manross held positions of leadership in community, education and church organizations. A thirty-year resident of Scottsdale, Mayor Manross holds a bachelor degree in Political Science and a secondary teaching credential.

Mayor and City Council's Broad Goals

Goal A: Neighborhoods

Enhance and protect a diverse, family-oriented community where neighborhoods are safe, protected from adverse impacts, and well maintained.

Goal B: Preservation

Preserve the character and environment of Scottsdale.

Goal C: Transportation

Provide for the safe, efficient and affordable movement of people and goods.

Goal D: Economy

Position Scottsdale for short- and long-term economic prosperity by stabilizing, promoting, strengthening, stimulating, expanding and diversifying our economic resources.

Goal E: Fiscal and Resource Management

Ensure Scottsdale is fiscally responsible and fair in its management of taxpayer money and city assets, and coordinates land use and infrastructure planning within the context of financial demands and available resources.

Goal F: Open and Responsive Government

Make government accessible, responsive and accountable so that pragmatic decisions reflect community input and expectations.



Vice Mayor Wayne Ecton

Councilman Wayne Ecton was elected to his first term on the Scottsdale City Council in March 2002. He previously served on the 2001/2002 Citizens Budget Committee and the Big Box Ideas Team, which helped the city develop an ordinance to regulate the placement and appearance of "big box" retail buildings. A Scottsdale resident since 1996, Councilman Ecton is a member of the Coalition of Pinnacle Peak, the Greater Pinnacle Peak Homeowners Association, Friends of the McDowell Land Trust and the Foothills Community

Foundation. He also is a member of the Scottsdale Center for the Arts, the Art Alliance for Contemporary Glass, the American Craft Council and the Glass Art Society. Councilman Ecton retired from Alcoa after 33 years in high-level financial management positions in the U.S. corporate headquarters and International and U. S. operating locations. Councilman Ecton holds a bachelor's degree in business. He was also a member of the Financial Executives Institute until his retirement.



Councilman Robert W. Littlefield

Councilman Robert W. Littlefield was elected to his first term on the Scottsdale City Council in May 2002. He is the founder and president of NetXpert Systems, Inc., a Scottsdale-based computer company. He also is a commercial pilot and flight instructor. Councilman Littlefield has been involved in a variety of civic, youth and professional organizations. He is a member and former director of the Arizona Software & Internet Association, the Arizona Pilot's Association, Aircraft Owners and Pilots Association, National Federation of

Independent Business, American Legion, Kiwanis Club and Civitan. A Vietnam combat veteran, Councilman Littlefield served in the U.S. Army from 1968 to 1970 and in the Arizona Army National Guard from 1971 to 1974. Councilman Littlefield holds a bachelor's degree in engineering from Arizona State University.



Councilman Ned O'Hearn

Councilman Ned O'Hearn was elected to his first term on the Scottsdale City Council in May 2000. Councilman O'Hearn is Executive Vice President of ONCOR International - an international service organization based in Washington, D.C., that is comprised of and owned by 54 independent commercial real estate brokerage companies around the world. He is a facilitator, trainer and coordinator of business activities. With a master's degree in city planning from San Diego State University, Councilman O'Hearn holds a particular

interest in the ways cities prepare for and respond to demographic and economic change. Councilman O'Hearn was born in Massachusetts and received his bachelor's degree in English from The College of The Holy Cross. He served as an officer in the Navy with Vietnam service.



**Councilman
David Ortega**

Councilman David Ortega was elected to his first term on the Scottsdale City Council in May 2000. Councilman Ortega graduated with a degree in Architecture from the University of Arizona, with additional studies at La Salle Arquitectura in Mexico City, Mexico. In 1978,

he interned with Bennie Gonzales, the award-winning architect who designed Scottsdale City Hall, the Scottsdale Center for the Arts, and the original Civic Center Library. Mr. Ortega opened his own architectural firm in downtown Scottsdale in 1984. His professional work includes a wide variety of residential and commercial projects in Arizona and California. In addition, he has completed a number of *pro bono* projects, including the Chrysalis Shelter for Victims of Domestic Violence and the Saint Maria Goretti Catholic Church. Councilman Ortega has been an active member of the American Institute of Architects since 1984. In addition to his professional work, Councilman Ortega has been very active in community civic, educational, and charitable organizations since becoming a Scottsdale resident in 1979.



**Councilwoman
Roberta Pilcher**

Councilwoman Roberta Pilcher was appointed to the Scottsdale City Council in November 2003 to fill a vacancy due to the resignation of another Council member. She will serve through June 2004. A retired special education

teacher, Councilwoman Pilcher has lived in Scottsdale 43 years and in Arizona for more than six decades. She has been involved in numerous city, civic and community causes. Her service to Scottsdale city government includes stints on the original Scottsdale Town Enrichment Program - or STEP - Committee in the mid-1960s, as a participant in Brookings Institute planning seminars in the early 1970s, and as a participant in the Scottsdale 2020 long-range planning process in the mid-1990s. She also has been a member and chairman of the Library Board, a member of the Historic Preservation Commission and a member of the Council Districts Advisory Task Force. She holds a bachelor's degree in education from Arizona State University.



**Councilman
Tom Silverman**

Councilman Tom Silverman was elected to his first term on the Scottsdale City Council in March 2000. A resident since 1953, Councilman Silverman's civic involvement includes terms as president of the Scottsdale Chamber of Commerce and the Scottsdale Foundation for the

Handicapped. He has served on the board of directors of the Scottsdale Memorial Hospital Foundation and the Scottsdale Chamber of Commerce Foundation, in addition to the advisory boards of the Scottsdale Historical Society, Scottsdale Leadership and the McDowell Sonoran Land Trust. Councilman Silverman is a Scottsdale Charros life member. He was chairman of the Governor's Tourism Advisory Council for the Arizona Office of Tourism and served on the Scottsdale Hospitality Commission. Councilman Silverman is the co-owner and general manager of Scottsdale's Chaparral Suites Hotel. He is a graduate of Scottsdale High School, Arizona State University and the first Scottsdale Leadership class. In 1991, he received the Frank W. Hodges Alumni Achievement Award from Scottsdale Leadership and also was named "Citizen of the Year" by the Scottsdale Association of Realtors.



Janet M. Dolan, City Manager

Janet M. Dolan has been City Manager of Scottsdale since August 2000. Prior to her arrival in Scottsdale, she served 10 years as City Manager of Menlo Park, California. From 1984 to 1990, she served as Assistant City Manager in Santa Rosa, California,

where she was responsible for labor relations and oversaw the Public Works, Recreation and Parks, Community Development and Utilities departments. From 1982 to 1984 she served as Assistant to the City Manager of Reno, Nevada and as Director of Administrative Services/Administrative Assistant in Great Falls, Montana, from 1979 to 1984. Ms. Dolan has a Bachelor of Arts degree with honors from the University of Montana, graduate coursework in public administration from Montana State University, and leadership training at the Senior Executive Institute for Government Officials at the University of Virginia. As Scottsdale's City Manager, she is a member of the management committees for the Maricopa Association of Governments, the Regional Public Transportation Authority and the Southwest Regional Operating Group, which oversees wastewater operations for a consortium of Valley cities.

Barbara Burns, Assistant City Manager

Barbara Burns was appointed Assistant City Manager in 1990 and has responsibility for overseeing the following Departmental areas; Financial Services, Community Services, Information Systems and WestWorld. Barbara has been with the City of Scottsdale since 1975, working in a number of program areas prior to her current position. Before coming to work in Scottsdale, she was employed in State and County government and the private sector.

Barbara received her Masters Degree in Business Administration from Arizona State University and Bachelors of Arts Degree in Psychology from Akron University in Ohio. She serves on the Board of Directors for the Cactus League Baseball Association and is a graduate and member of Valley Leadership Class IV. She is also a member of the International City Management Association and the Arizona City/County Management Association.

Ed Gawf, Deputy City Manager

Ed Gawf was appointed to the City of Scottsdale's new Deputy City Manager position in September 2001. His responsibilities include overseeing the City's Transportation, Planning Systems, Citizen & Neighborhood Resources and Preservation Departments.

Ed began his career as a Planner with the City of Arvada, Colorado before moving on to Boulder where he held several positions, including Director of Planning. As Ed's career developed, he moved to San Jose, California where he served in a variety of roles including the Deputy Director of Planning, Building and Code Enforcement. Before moving to Scottsdale, Ed was the Director of Planning and Community Environment for the City of Palo Alto, California. In this role, Ed oversaw the transportation, building and planning processes of the City. He holds a Bachelor of Arts as well as a Masters degree, both in Political Science, from Oklahoma State University, and is a member of the American Institute of Certified Planners.

Roger Klingler, Assistant City Manager

Roger Klingler was appointed Assistant City Manager in February, 1998, and has responsibility for overseeing the City's Water Resources, Municipal Services Departments, and Intergovernmental Relations and the implementation of the City's \$800 million CIP Program. He has served the City since 1979 in several capacities. He was Water Resources General Manager from 1994 to 1998, and Assistant General Manager from 1990 to 1994.

Mr. Klingler previously served the City as Assistant to the City Manager for Intergovernmental Relations, representing the City before the State Legislature and other state, federal and local agencies. He also worked as a Management Assistant in the City's office of Management and Productivity, analyzing and implementing productivity improvements in various City Departments.

He received his Master's Degree in Public Administration and Bachelors of Arts Degree in Political Science from Michigan State University. Mr. Klingler is on the Board of Managers for the Scottsdale/Paradise Valley YMCA, is a graduate of Valley Leadership Class XII, and Scottsdale Leadership Class I, and is a member of the International City Management Association and the Arizona City/County Management Association.

Craig Clifford, CPA, Chief Financial Officer

Craig Clifford is a Certified Public Accountant and Certified Government Financial Manager, hired by the City in 1992. Prior to joining the City he served as Accounting Manager, Budget Manager and Auditor for other Arizona municipalities and worked in the banking industry. He earned undergraduate degrees in Business Management and Accounting from Arizona State University and a Masters in Business Administration with honors from the University of Phoenix. He is also a graduate of The Advanced Government Finance Institute sponsored by the Government Finance Officers Association (GFOA), the Advanced Public Executive Program sponsored by Arizona State University, and the College for Financial Planning, Denver, Colorado. He currently serves on the GFOA Executive Board, served on the GFOA Budget and Management subcommittee, and is Past President of the Arizona Finance Officers Association. He is a member of the Arizona Society of CPAs, American Institute of CPAs, Association of Government Accountants, Municipal Treasurer's Association and Diplomat of the American Board of Forensic Accounting.

Art Rullo, MPA, Budget Director

Art Rullo joined the Financial Services staff as Budget Director in August of 2002. Art holds a Bachelor of Science degree in Accounting from Saint Vincent College and a Masters of Public Administration degree from the University of Pittsburgh. Over his professional career Art has worked for large urban city and county governments as well as an international public accounting firm. His professional designations include Certified Government Finance Manager (CGFM) and a Certified Public Finance Officer (CPFO). Art also serves as a budget reviewer for the Government Finance Officers Association.

Bryan Bundy, MBA, Senior Budget Analyst

Prior to joining the City of Scottsdale in May 2003 Bryan was employed for the past 11 years with the State of Arizona. He holds a Bachelor of Science degree in Accounting from Arizona State University and an M.B.A. in Management Information Systems from Western International University.

Joyce Gilbride, CPA, Senior Budget Analyst

Joyce Gilbride is a Certified Public Accountant and holds a Master of Business Administration degree from the University of Phoenix. During her thirteen year career with the City, she has held a series of increasingly responsible positions in areas of accounting, audit, and budget. Joyce is a member of the Arizona Society of Certified Public Accountants and the American Institute of Certified Public Accountants.

Judy McIlroy, MBA Budget Analyst

Judy McIlroy joined the Financial Services staff in December 2003. Prior to joining the City, she served as a Budget Analyst with the Arizona Department of Health Services. Judy holds a Bachelor of Science degree in Business Management and a Master of Business Administration degree from the University of Phoenix.

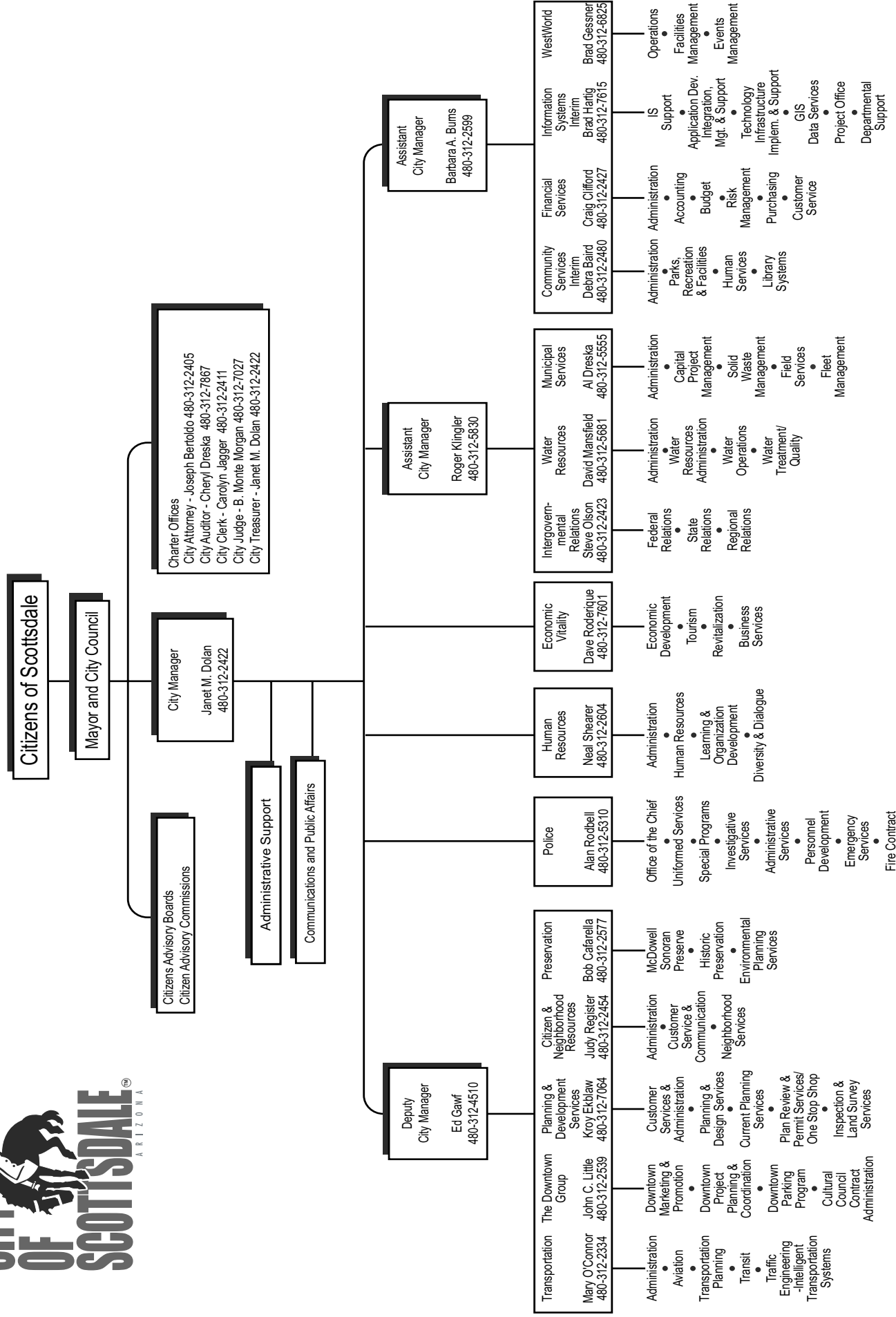
Jeff Nichols, CPA, Senior Budget Analyst

Jeff Nichols is a Certified Public Accountant hired by the City in September 2001. Prior to joining the City, he served as a Senior Management Assistant and as an Accountant with the City of Tempe. Jeff also worked in the field of public accounting before moving to Arizona in 1986. Jeff holds a Bachelor of Science in Business Administration degree with an emphasis in Accountancy from Central Michigan University.

Kristine Zich, Multimedia Communications Coordinator

Kristine Zich joined the Financial Services staff in September 1993 supporting the Financial Services Department in increasingly responsible positions. Kristine holds a Bachelor of Science in Business Marketing degree from the University of Phoenix and an Associate of Arts in Visual Communications from Collins College.

CITY ORGANIZATIONAL CHART



Origin and Growth

Scottsdale is centrally located in Maricopa County, Arizona, with its boundaries encompassing an area approximately 185.2 square miles. Lying at an elevation of 1,260 feet above sea level, the City averages 314 days of sunshine and 7.74 inches of rainfall per year, with the average minimum and maximum temperatures ranging from 55.7 degrees to 84.6 degrees, respectively. The City is bordered to the west by Phoenix, the state capital, by Tempe to the south, and by the Salt River/Pima Maricopa Indian Community to the east. Scottsdale, together with its neighboring cities, forms the greater metropolitan Phoenix area, which is the economic, political, and population center of the state.

Scottsdale was founded in the 1800's when retired Army Chaplain Major Winfield Scott homesteaded what is now the center of the City. The City incorporated in 1951 and the City Charter, under which it is presently governed, was adopted in 1961. The City has experienced significant increases in population, with the 1950 census reporting 2,032 residents. The City's 1990 census was 130,069. The population grew to 168,176 in October 1995 and is estimated to grow to approximately 216,640 by January 2003 and an estimated 221,033 in January 2004.

Government and Organization

Scottsdale operates under a council-manager form of government as provided by its Charter. The Mayor and six City Council members are elected at large on a non-partisan ballot for a four-year term. The City Council appoints the City Manager, who has full responsibility for carrying out Council policies and administering City operations. The City Manager, in turn, appoints City employees and department General Managers under service procedures specified by Charter.

Employment

Scottsdale is creating jobs faster than it is adding to its labor force, and thus is a net importer of jobs. Not only does this situation create employment opportunities for the residents, but it also creates a significant business component to the local tax base. The unemployment rate is lower than state and metro levels and is approximately 3.7% (May 2003).

Transportation

Scottsdale's transportation network offers citizens a variety of mobility choices. The Pima and Red Mountain Freeways and City streets let people move into and around the City. The advanced technology of Intelligent Transportation Systems detection and signalization make getting around faster, especially during special events like the Phoenix Open. Local and regional bus routes and alternative modes of transportation such as Cab Connection and bicycles provide additional access to this extraordinary City. Scottsdale Airport, operated by the City, provides general aviation and worldwide charter air service. The Transportation Department's divisions are Aviation, Traffic Engineering, Transportation Master Planning, Capital Improvement Projects Planning, and Administration. They work together to support the mission of protecting neighborhoods and providing for safe, efficient and affordable movement of people and goods in Scottsdale.

Educational Facilities

Several institutions of higher learning are available to City residents. Scottsdale Community College, a part of the Maricopa Community College System, is located on the eastern border of the City, on the Salt River/Pima Maricopa Indian Community. The college is a two-year college which offers a wide variety of academic, occupational, developmental, and special interest programs. Arizona State University, one of the major universities in the nation, is located in Tempe just south of the City. The University has approximately 45,700 students, graduate and undergraduate, a choice of 12 colleges and has 1,822 full-time faculty members. Other higher educational facilities include the University of Phoenix and the Scottsdale Culinary Institute. The City is also served by 25 public elementary and middle schools, 5 public high schools, and a number of private schools.

Tourism

Tourism is one of Scottsdale's largest industries and is a significant contributor to Scottsdale's economy. Numerous resort and convention facilities, along with many hotels and motels, provide nearly 10,000 guest rooms, along with many public and private golf courses and tennis courts, and several country clubs. The number of rooms is expected to remain stable through 2003. More than 2,500 retail shops, boutiques, and galleries are located throughout the City and a selection of almost 400 restaurants is available. These services and facilities, complemented by the mild winter, have made Scottsdale a popular vacation spot for tourists and winter visitors.

Demographics

The following tables provide additional demographic statistics for the City of Scottsdale and its citizenry from the 2000 U.S. Census.

Gender

Male	48.2%
Female	51.8%

Age Composition

Under 5 years	5.2%
5 – 14 years	11.1%
15 – 24 years	9.7%
25 – 54 years	45.5%
55 – 59 years	6.5%
60 – 74 years	14.5%
75 – 84 years	5.8%
85+	1.8%
Median age (years)	42.1

Occupational Composition

Technical/Sales	20.0%
Administrative/Support	18.0%
Managerial & Professional	23.0%
Service/Labor	4.0%
Craft/Construction	35.0%
Retired/Student	

Race/Ethnic Origin

White	88.0%
Hispanic	7.0%
Asian	2.0%
African American	1.2%
American Indian6%
Other	1.2%

Educational Attainment

4 or more years of college	44.1%
1 – 3 years of college	33.3%
High School Diploma	16.2%
Less than High School Diploma	6.4%

Land Use

Residential	63.0%
Undeveloped/Agricultural	25.0%
Industrial/Commercial	12.0%

Population

1951	2,021
1960	27,010
1965	54,504
1970	67,841
1975	78,085
1980	84,412
1985	92,844
1990	130,069
1995	168,176
2000	202,705
January 2004 estimate	220,480

Household Income

Less than \$15,000	8.5%
\$15,001- \$29,000	13.4%
\$30,000 - \$39,000	10.3%
\$40,000 – \$59,999	18.0%
\$60,000+	49.8%
Median Household Income	\$59,873

[Source: City of Scottsdale, Economic Vitality Department]



Budget Award for Fiscal Year 2003/04 Budget

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation award to the City of Scottsdale, Arizona for its annual budget for the fiscal year beginning July 1, 2003. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as a financial plan, as an operations guide, and as a communications device.

The award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to the GFOA to determine its eligibility for another award.

City Manager's Budget Transmittal



March 9, 2004

Honorable Mayor and City Council:

The City of Scottsdale 2004/05 Proposed Budget reflects the early stages of an apparent recovery in the national, statewide and local economy after an unprecedented three years of declining revenues for the City. The budget is based on more optimistic economic forecasts than the City has seen since FY 2000/01. However, the optimism is guarded. The magnitude and timing of the economic recovery is uncertain. The City is past a historic period of expansion. Its economy is maturing and moving to a slower – and more sustainable – level of growth.

The projected modest improvements in the City's revenues and savings carried over from this fiscal year will allow Scottsdale to meet its most pressing needs for the 2004/05 fiscal year. These needs include the transition to a municipal fire department, an increased focus on code enforcement and property maintenance in the mature portions of the City, and continued emphasis on economic vitality and redevelopment. However, because of conservative revenue projections, longer-term forecasts show the City's needs will potentially outpace revenues in two years. Given the unsettled nature of the economy, it is difficult to project revenues two or more years into the future with a degree of certainty. The forecasts serve as an early warning that the city must continue to exercise restraint in its long-range fiscal planning.

For these reasons, the City staff is proposing a conservative budget that includes a limited number of new positions for the City's highest priorities and incremental enhancements in services. City staff continued to use a zero-based, "program budget" approach, which focuses on the quality of each service citizens receive from the City, whether the service is provided by one department or several. The staff also continued to develop a more realistic and precise plan for continued investment in the City's basic infrastructure and public facilities, combined with a more comprehensive analysis of maintenance and operating costs.

As in years past, the main focus of the proposed budget is the General Fund, the City's largest fund, which supports basic services. Under the proposed budget, General Fund expenditures, debt payments and transfers-out to other funds will increase from \$194.9 million in the current fiscal year to \$214.1 million. The largest single factor in the increase is the transition to a municipal fire department, including one-time capital costs for new equipment. From a historic perspective, while General Fund expenditures, debt payments and transfers-out are increasing over last year, they remain below the \$218.2 million budget adopted in 2001/02.

Highlights of the proposed General Fund budget include the following:

Additional staff positions and resources to support the transition to a municipal fire department and to open a new fire station. The proposed budget includes \$5.8 million for equipment and other capital costs associated with the planned transition to a municipal department by July 2005. It also includes 13.5 new positions in other departments, such as Fleet Management and Human Resources, which will be phased in throughout the year to support the transition to a new municipal department. The estimated cost of the support positions is about \$520,000. The City's ongoing costs for these positions will be partially offset next fiscal year, when the City no longer is continuing to pay for the Rural/Metro contract. The proposed budget also includes additional firefighter positions to staff a new station at Jomax and Scottsdale roads.

City Manager's Budget Transmittal

A handful of new staff positions to address high priority service areas such as code enforcement, downtown, parks and recreation, economic vitality and building security. The budget proposes adding the equivalent of 8.84 positions at an estimated cost of \$440,000. These are the first new staff positions (unrelated to the fire transition) added to the General Fund budget since the FY 2002/03 budget. They include two code enforcement positions, two added positions in Economic Vitality focusing on job-creation, revenue enhancement and economic research, an administrative support position for the new Downtown Group, an additional technician for building maintenance needs, a position in the mailroom to help with increased security and screening, an added "K-9" police officer to enhance building security, and added part-time after-school recreation program leaders.

A \$3.5 million contingency for increased public safety services if voters approve a May 18 ballot measure. The draft General Fund budget includes this contingency so that the City will have the budgetary authority to spend additional dollars in FY 2004/05 if voters pass a ballot initiative to increase the City's sales tax rate by 0.10 percent for increased public safety services. The contingency would be used for additional police officers, code enforcement officers and upgrades in fire services.

A 2.5 percent cost-of-living pay adjustment for City personnel. Employees have not received a cost-of-living adjustment since January of 2003, and many are paying higher costs for health care and higher retirement system deductions. The total cost for the adjustment is \$2.7 million.

Added funding for public safety retirement costs. The City's contribution to the Arizona Public Safety Retirement System for FY 2004/05 increases by about \$600,000.

Added resources for tourism marketing. The draft budget includes a change recommended by the Tourism Development Commission to raise the percentage of Transient Occupancy Tax, or "bed tax," revenues that directly support tourism marketing and development. The proportion would rise from the current 66.7 percent to 80 percent. The change will provide approximately \$900,000 of additional funding for the City's hospitality development activities, but would eliminate the General Fund contribution for the Culture Quest program, which is funded at \$770,000 for the current fiscal year. Instead, Culture Quest and any additional tourism marketing initiatives would be funded through bed tax revenue.

Added support for downtown maintenance. The draft budget also reflects Scottsdale's effort to continue fostering economic vitality in the downtown area. It includes approximately \$465,000 for an Enhanced Maintenance Services Pilot Program to provide a higher level of maintenance, especially litter and refuse pick-up, for the downtown area.

Adjustments to youth sports field fees. The proposed budget proposes a reduction from \$3 to \$2 in the hourly fee charged to teams for the use of youth sports fields. The budget also provides an increased level of maintenance on four additional youth sports fields at Scottsdale schools.

Maintenance of the "emergency fund." The proposed budget continues the practice of setting aside a reserve equal to 10 percent of the General Fund and Highway User Fund program budgets to ensure the City can provide basic services in the event of major emergencies. This reserve is also very important in retaining the City's triple AAA bond ratings.

A second, significant component of the proposed budget is the Capital Improvement Budget, which includes funding for public buildings, parks, streets and other major infrastructure projects. The FY 2004/05 capital budget includes funding for:

- Reinvestment in infrastructure and parking structures in the downtown area.
- The new Fire Station #826 at Jomax and Scottsdale Roads
- A new Police Operational Building
- The CAP Basin Lighted Sports Complex
- The new senior center at the McDowell Village site at Granite Reef and McDowell roads
- The extension of Hayden Road north from Loop 101 to Thompson Peak Parkway
- The new Chaparral Water Treatment Plant
- Arsenic mitigation equipment for the City's water system
- Design of a proposed multi-purpose building at WestWorld

City Manager's Budget Transmittal

The proposed budget would affect citizens and taxpayers in the following ways:

The property tax rate will continue to drop. For the seventh consecutive year, the City's estimated combined property tax rate will drop. For FY 2004/05 the combined property tax rate will decrease by 5 cents from \$1.12 to \$1.07 per \$100 of assessed valuation.

Utility charges will rise marginally. The average homeowner's combined bill for water, sewer, refuse, and recycling services will increase an average of about \$1.50 per month.

A proposed charge may be added to utility bills for unfunded federal mandates on stormwater quality, if approved by the Council. The charge would increase the average residential utility bill by approximately 40 cents per month, in addition to the increase in regular charges. Revenue from this charge, approximately \$600,000 per year, will reimburse the General Fund for City programs needed to meet federal water quality standards for stormwater management.

Budget timing, ballot measures and state legislation

As noted above, the draft General Fund budget includes an appropriation of \$3.5 million for additional public safety expenditures, contingent on voter approval of a May 18 ballot measure for a dedicated 0.10 percent sales tax for public safety. The draft budget also includes capital appropriations for additional land purchases in the McDowell Sonoran Preserve if voters approve an additional 0.15 percent dedicated sales tax for preservation. The appropriations are included to give the Council flexibility to adjust the budget if voters approve these measures.

The City needs to include the additional appropriations to comply with state requirements for adoption of the tentative budget. The tentative budget sets the City's annual maximum legal expenditure limit. It cannot be increased after it is set in May. In the event the ballot initiatives are not approved, the City Council may lower the appropriation amounts when it adopts the final budget in June.

This proposed budget does not account for any potential legislative changes or modifications to the allocation of the state-shared revenues that could affect the City's final budget. The staff will continue to monitor the state's budget proposals and assess the impact of any proposed changes on the City.

Components of the Proposed Budget

This transmittal letter is intended to provide the City Council with a broad overview of the proposed budget, key changes and issues and recommendations for changes in the City's Financial Policies. As noted above, it focuses mainly on the General Fund. This fund provides the core services available to all citizens, and therefore warrants the most attention during the budget review process.

Two additional volumes complete the proposed budget. Volume Two includes individual budgets for more than 180 programs. The goal of the program budget is to provide the City Council, citizens, and other stakeholders a more focused analysis of the costs of each City service or function, whether the service is provided by one department or through the combined efforts of several areas. Each program budget includes a program description, services provided, City Council Broad Goals supported by the program, a multi-year summary of budget and staffing, customers, program broad goals and objectives and performance measures.

Volume Three provides a detailed summary of the proposed FY 2004/05 capital budget and five-year capital improvement plan, or CIP.

The following is a summary of budget highlights by fund. A more detailed analysis of each fund – revenues and operating expenditures – is included in the "Budget by Fund" section of this volume.

General Fund Revenues

The General Fund supports core services and is the largest fund with the greatest potential for revenue fluctuations. General Fund revenue estimates in the proposed budget are pragmatic. In the aftermath of three years of an economic downturn, with consumer confidence improving, the staff could risk being overly optimistic in forecasting revenues, hoping for more rapid revenue growth to better address the "pent-up" needs of the community. This approach would not be in the best long-term fiscal interest of the City.

The revenues forecasted in this proposed budget reflect a guarded optimism, tempered by the reality that the local, state and national economies are complex and uncertain. The proposed budget is based on projections that

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Scottsdale's population will continue to grow at an annual rate of 1.6 percent, and the City will experience an estimated annual inflation rate of 2.5 percent for the coming fiscal year.

Total General Fund revenues and transfers-in are expected to increase about 5.2 percent, from \$203.7 million in FY 2003/04 to \$214.2 million in FY 2004/05. The following General Fund revenues represent the most significant changes between fiscal years:

Transaction Privilege Tax, or "Sales Tax" – These revenues are drawn from the 1.0 percent General Fund share of the City's 1.4 percent sales tax. (The remaining 0.4 percent goes to Special Revenue Funds for transportation and the McDowell Sonoran Preserve.) The tax is the City's single largest revenue source. It is projected to increase 3.2 percent, or \$2.6 million, to \$84.8 million in FY 2004/05. The projected increase in the tax reverses a three-year decline in sales tax revenue. The tentative nature of the national, state and local economies, relatively high unemployment and slow job growth, and the ongoing threat of terrorism all have the potential to affect this elastic revenue source. Beyond FY 2004/05, the five-year financial plan projections reflect a slow and modest increase in sales taxes – essentially keeping pace with a projected modest inflation rate.

Property Taxes – This revenue source is one of the few stable General Fund revenues and is anticipated to increase by \$1.1 million, or 6.4 percent over FY 2003/04, to \$17.6 million. The increase in revenue is driven by a combination of growth in existing property assessment values, up 6.2 percent, and new construction, up 4.6 percent.

Transient Occupancy Tax, the Hotel "Bed Tax" – This revenue source is expected to increase to \$6.7 million, a very modest 2 percent increase from FY 2003/04. Like sales taxes, these revenues are less predictable because of ongoing uncertainty in the economy and the magnified effects of potential acts of terrorism on business and pleasure travel. Growing competition from new resorts in neighboring jurisdictions limits the likelihood of significant growth in this revenue source in FY 2004/05 and beyond.

State-Shared Revenues, or "Intergovernmental Revenues" – These revenues are projected to increase less than 1 percent, from \$34.2 million in FY 2003/04 to \$34.5 million in 2004/05. These revenues are from state sales and income taxes shared with Arizona cities and towns, based on a statutorily determined formula. The shared sales tax revenue projection is based on a slow and modest statewide economic recovery. The shared income tax revenue projection reflects a two-year lag between the time citizens file their state taxes and the date the revenues are sent to cities and towns. These estimates do not factor in any potential reductions resulting from legislative changes or reductions. The Five-Year Financial Plan assumes the mid-decade census will adversely impact the City's state-shared revenues by an estimated \$1.7 million in FY 2006/07, as faster growth cities and towns within the state receive an increased proportion of the overall pool of state-shared revenues.

Development Permits and Fees - These revenues are projected to decrease by \$750,000, or 5 percent, to \$14.3 million from FY 2003/04. This unpredictable revenue source can have dramatic peaks and valleys from year to year. The staff foresees a slight slowdown in development and construction during the coming fiscal year and beyond as Scottsdale approaches build-out.

Fines and Forfeitures – These revenues are anticipated to increase approximately \$800,000, or 18.2 percent, to \$5.2 million in FY 2004/05. These revenues are expected to rise significantly because the State Legislature repealed legislation that diverted a substantial portion of the City's court fine revenue to the state.

Transfers-In – As noted above, the proposed budget includes a \$3.5 million contingency if voters approve a 0.10 percent sales tax for public safety. Those dollars would be transferred into the General Fund to support police, fire and code enforcement. This transfer-in constitutes a significant portion of the increase in General Fund revenues for 2004/05.

General Fund Expenditures

Under the proposed budget, General Fund expenditures, debt payments and transfers-out of the fund increase \$19.2 million, or 9.9 percent, from \$194.9 million in FY 2003/04 to \$214.1 million in FY 2004/05. The most noteworthy changes in the General Fund expenditures and transfers-out are outlined below:

New Staff Positions – The proposed budget includes the payroll, benefits and operating costs associated with 22.34 new General Fund positions, for a total cost of about \$960,000. The new staffing includes 13.5 new positions to support the fire transition, at a cost of about \$520,000. Most of these positions will be filled in the second half of the fiscal year to minimize the budget impact. The remaining 8.84 new positions add about \$440,000 to the proposed

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budget and will be filled in the first half of the fiscal year. These new positions will address high priority services areas such as code enforcement, downtown, trash collection, parks and recreation, economic development and increased security for City buildings.

Contract Worker Conversions – The proposed budget reflects the conversion of 2 full-time and 10 part-time contract worker positions to City employee status. These long-time contract positions are in ongoing high priority service areas such as maintenance and citizen security. The conversions to City employee status will contribute to the Council's goal of high quality core services. The conversions are the equivalent of 6.2 full-time positions. After eliminating the contractual service costs for these individuals, the net fiscal impact on the FY 2004/05 budget is less than \$6,800.

Public Safety Retirement Costs – The City's contribution to the Arizona State Retirement System for police officers will rise by about \$600,000 in FY 2004/05. Under state law, a public safety employee's contribution to the retirement system is capped at 7.65 percent of the employee's annual compensation; the employer must pick up any increase in the actuarially determined total contribution rate.

Market Pay Adjustment – The proposed budget includes a 2.5 percent cost-of-living pay adjustment for City personnel, which equates to a \$2.7 million impact on the General Fund. The adjustment will help keep Scottsdale's pay ranges competitive. Employees have not received a cost-of-living adjustment since January 2003 and many have less take-home pay because of increased costs for retirement and health care.

Transfers-Out – The 2004/05 proposed budget increases the total amount transferred out of the General Fund to other funds by more than 50 percent, to \$16.9 million. The primary driver for the increase is a \$5.8 million transfer to the Capital Improvement Program for one-time capital equipment and facilities costs associated with the fire department transition. The transfer-out to the Highway User Revenue Fund (HURF) will increase by more than \$400,000, to \$3.6 million, to support transportation programs. Finally, \$600,000 is budgeted for transfer to the Self-Insurance Fund to meet the actuarially determined funding recommendations for claim expenses and rising insurance costs.

Fire Services - The fire budget includes \$1.3 million of contractual increases primarily for union-negotiated firefighter pay adjustments, anticipated increases in Rural/Metro Corporation's health care costs, and 401K benefits. It also includes \$300,000 for added firefighter positions for a new fire station at Jomax and Scottsdale roads. These positions are expected to be hired in the spring of 2004 and will work out of the temporary station at Jomax and Pima roads until the permanent Station #826 is completed.

Downtown Group and Downtown Maintenance – The Downtown Group, established in the second half of FY 2003/04, continues to strategically address the needs of downtown businesses, the arts community and a growing downtown residential population. This program has assumed the responsibility for managing the City's contract with the Scottsdale Cultural Council. Funding transfers from other programs offset most of the costs for this new program. The City also will launch a \$465,000 Enhanced Maintenance Services Pilot Program in the downtown, covering an area of more than 700 acres. The pilot program, mainly for enhanced litter and refuse services, is included in the Community Services Department budget. Most of the funding for this new pilot program will come from a Solid Waste Fund transfer-in.

Culture and Tourism – The proposed budget includes a 3 percent increase for the Scottsdale Cultural Council contract and a 2 percent increase for the Scottsdale Convention and Visitors Bureau contract. Also proposed is a modification in the percentage allocation of the bed tax, which would increase the City's budget for tourism development. Additional information on the proposed modification to the bed tax is under the section on "General Fund Policy Options for Council Consideration" below.

General Fund Balances and Reserves

The proposed FY 2004/05 budget includes the following fund balances and reserves:

General Fund Reserve – This reserve, projected to total \$24.2 million at the end of 2004/05, continues the City's financial policy of setting aside funds to protect Scottsdale in times of emergency. This is the City's "savings account." Most of these funds are carried over from previous years, and once they are spent, it will be extremely difficult to rebuild the reserve. It is financially prudent to have a minimum General Fund Reserve of \$22.2 million, an amount equal to 10 percent of total annual operating costs for the General and Highway User Revenue funds. For FY 2004/05 the proposed General Fund Reserve includes an additional \$2 million set aside in case the City must

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pay a settlement in an ongoing taxpayer refund audit. Maintaining this reserve is very important to the municipal credit rating agencies and in retaining the City's triple AAA bond ratings.

Economic Investment – The proposed budget uses a portion of the original \$5.0 million balance set aside by the City Council for strategic economic development investments that demonstrate clear returns to the community. In FY 2004/05, \$304,000 from the Economic Investment allocation is proposed to pay a share of the initial debt payments for the Loloma Museum. Bed tax revenues will cover the balance of the debt payments, \$223,000. During FY 2004/05, the staff anticipates the Economic Investment allocation will provide \$500,000 of the \$3 million loan, approved by City Council last December, for the new Mayo Clinic/TGen research facility.

Operating Contingency – The proposed budget includes a \$2.5 million operating contingency to meet unforeseen expenses during the year. This reserve is especially important in FY 2004/05, as we prepare for the transition to a municipal fire operation and possible unforeseen costs.

Open Purchase Order Reserve – The proposed budget anticipates \$4.4 million of purchase orders from FY 2003/04 that will be completed and paid after the June 30 fiscal year-end. This reserve provides a funding source for these year-end carryover items.

Unreserved Fund Balance – After considering all of the other reserves, an unreserved fund balance of nearly \$12.6 million is projected at the end of the 2004/05 fiscal year, resulting mainly from a large carryover from the 2003/04 budget. These funds are not designated for a specific purpose. The City Council may choose to allocate some or all of these dollars for new or expanded programs or requests, or to allocate them to other reserve funds. The unreserved fund balance represents an accumulation of one-time revenues and would most appropriately be used for one-time expenditures, not to fund new or expanded programs with ongoing operating costs.

General Fund Budget Options for City Council Consideration

The General Fund budget outlined above is based on changes in three key Financial Policies recommended by the City staff for Council consideration. The changes would apply to:

The allocation of bed tax revenue. The Tourism Development Commission is recommending that the City Council increase the percentage of bed tax revenues used for tourism development purposes from 66.7 percent to 80 percent. The recommendations would require amendments to a City Ordinance. The change would mean a smaller portion of bed tax revenues, 20 percent, would remain in the General Fund to support core City services, and a larger portion would go to tourism development. As an offset, however, the current \$770,000 annual contribution from the General Fund for the Culture Quest program would be eliminated. Tourism development uses include destination marketing and promotion provided through the Scottsdale Convention and Visitors Bureau contract, visitor research and visitor-related capital projects.

The use of construction sales tax revenues. The staff is recommending a financial policy that limits to 75 percent the portion of annual construction sales tax revenues that may be used for ongoing operating expenses. The remaining 25 percent would be used to fund projects in the City's Capital Improvement Plan. This policy is intended to prevent an over-reliance on the potentially volatile construction sales tax for year-to-year operating costs.

Water quality charges. The staff is recommending that the City Council include a charge in water bills to fund programs to meet unfunded federal storm water quality mandates. The charge would help the City meet requirements under the National Pollution Discharge Elimination System (NPDES). The charge would generate approximately \$600,000 annually.

Special Revenue Funds

The City accounts for revenues earmarked for specific purposes – by law or City policy – through special revenue funds. Two potential new funds are included, one funded by the 0.15 percent sales tax increase for McDowell Sonoran Preservation proposed on the May 18 ballot, and the second funded by the 0.10 percent sales tax increase for public safety proposed on the same ballot. As noted previously, the potential new revenues and expenditures associated with these funds are included in the proposed budget to allow the City to comply with the Arizona's tentative budget adoption requirements.

The largest existing special revenue funds, by far, are for transportation and preservation. Transportation programs are accounted for in two separate funds, the Highway User Revenue Fund and the Transportation Privilege Tax Fund. The

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Highway User Revenue Fund accounts for transportation operating expenditures. These include \$10.3 million for master planning, transit services, traffic engineering and other operations in the Transportation Department and \$11.5 million for street and signal operations and maintenance provided by the Municipal Services Department.

The revenues and transfers-in to the Highway User Revenue Fund are expected to increase 4.8 percent, from \$23.8 million in FY 2003/04 to \$24.9 million in FY 2004/05. The largest source of revenue for this fund is the state Highway User Revenue Fund tax, commonly known as the gas tax. State shared gas taxes are expected to increase by about 3 percent from \$13.5 million to \$13.9 million. Local Transportation Assistance Fund revenue from the Arizona State Lottery is expected to remain at the same level as 2003/04, about \$1.1 million. Transfers-in to the fund are projected to increase by almost \$800,000 from \$9.1 million to \$9.9 million.

Total revenue to the Transportation Privilege Tax Fund is expected to increase 3.2 percent from \$15.2 million in FY 2003/04 to \$15.7 million in FY 2004/05. All of the revenues in this fund are used to support transportation purposes. Approximately \$6.3 million will go to the Highway User Revenue Fund to pay for operating costs supporting transportation improvements and \$9.4 million will go to the Capital Improvement Plan for transportation related capital projects.

Total revenue to the 1996 Preservation Privilege Tax Fund, which draws its revenue from the existing 0.2 percent preservation sales tax, is expected to increase by 3.2 percent from \$16.3 million in FY 2003/04 to \$16.8 million in FY 2004/05. Total expenditures and transfers-out of the fund are estimated at nearly \$21.0 million, compared to \$17.0 million in the current fiscal year. The primary expenditure driver is an anticipated increase in debt payments related to the planned issuance in April 2004 of \$65.4 million of General Obligation Preserve Bonds. The bonds will provide funding for the City to move ahead on current preserve purchase plans.

The budget for the 2004 Preservation Privilege Tax Fund, supported by a proposed 0.15 percent increase in the sales tax rate for preservation, is *contingent* on the outcome of the May 18 ballot initiative. The first-year revenue forecast for this potential new fund is \$11.7 million. Under the ballot language, revenues received by this fund may be used for debt service payments related to preserve acquisition and preserve-related construction, such as proposed trailheads.

The budget for a new Public Safety Privilege Tax Fund also is *contingent* on the outcome of another May 18 ballot question. The first-year revenue forecast for this potential new fund is approximately \$7.9 million. The total transfers-out of this fund to the General Fund for the purpose of covering proposed public safety initiative costs are estimated to be \$3.5 million. Any revenues collected and not transferred in FY 2004/05 would remain in the fund exclusively for future public safety uses.

A collection of smaller restricted revenues for specific City services is included in the Special Programs Fund. The services included in these various funds are intended to be fully self-supporting and not subsidized by the General Fund. Total revenues and transfers-in and expenditures and transfers-out for these funds are estimated at \$2.5 million and \$4.0 million, respectively.

Examples of these funds include the Police Department RICO funds, the City Court's Court Enhancement Fund, the McCormick-Stillman Railroad Park Fund, the Scottsdale Cares charitable fund and the Preservation Rehab Fund for historic building rehabilitation.

Enterprise Funds

Enterprise funds account for the City's water, sewer, solid waste collection and aviation services, operated as stand-alone businesses. User fees are assessed to cover the full cost of services. Under the proposed budget, the total for revenues and transfers-in to these funds increase from the \$124.6 million in FY 2003/04 to \$130.9 million in FY 2004/05.

Federal water quality mandates continue to significantly affect the Water and Sewer Fund. The City faces mandates to reduce arsenic levels in drinking water and another forthcoming mandate to reduce levels of by-product compounds from chlorine disinfection by 2006. In this past year, the City began a trial project to help determine the most effective method to meet federal standards. However, the Five-Year Financial Plan still anticipates the need to issue over \$100 million in debt to pay for the infrastructure to meet these mandates.

The budget includes a modest 3 percent water fee increase to help pay for these added costs. It also includes future debt of \$20.0 million, to be issued in April 2004, and a small increase, 2.5 percent, in sewer rates to fund expansion and upgrades to wastewater treatment facilities.

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The proposed fund balance and reserves in the Water and Sewer Fund will continue to meet three policy objectives adopted by the City Council last year: (1) ensure adequate funding for operations, (2) ensure infrastructure repair and replacement and (3) provide for incremental and affordable rate changes for customers over time. The long-range water and sewer financial plan focuses on preserving two reserves: a 90-day operating reserve and an infrastructure repair/replacement reserve (as required by our revenue bond indenture). Remaining accumulated funds will be used only for future infrastructure projects and to level rate impacts to customers over time. The budget proposes a drawdown of accumulated cash in accordance with the water and sewer multi-year financial plan to fund major infrastructure projects needed to meet the unfunded federal mandates for water quality previously noted.

The proposed FY 2004/05 Solid Waste Fund budget includes no increase in fees for the operation of refuse collection and recycling services. The Solid Waste Fund is expected to maintain a positive fund balance over the life of the Five-Year Financial Plan. The plan continues to meet the 90-day operating reserve financial policy adopted by City Council last year. The 90-day operating reserve was established to provide future funding to address emergencies and the possibility of significant future landfill cost increases. In 2004/05, it will help fund the new enhanced downtown maintenance pilot program.

Under the proposed budget, the average monthly residential utility bill for water, sewer and refuse service would increase about \$1.50 per month. As noted under the General Fund budget options section above, another 40 cents would be added to the average monthly residential bill to fund compliance with federal stormwater quality mandates.

The proposed FY 2004/05 Aviation Fund budget includes no increase in landing fees in FY 2004/05. The five-year forecast for this enterprise fund projects continued positive fund balances and no planned operating subsidies from the General Fund. The Aviation Five Year Financial Plan will meet the 90-day operating reserve financial policy adopted by City Council last year. This 90-day operating reserve was established to provide funding for potential emergencies, to provide matching funds for potential grants and to ensure that further General Fund subsidies are avoided.

Proposed Enterprise Funds policy changes for City Council consideration include the following:

The proposed water quality charge for stormwater. Details of this proposal are explained above under the section on "General Fund Budget Options." Revenues would be collected in the Water and Sewer Enterprise Fund and transferred-out monthly to the General Fund.

Funding for the Enhanced Maintenance Services Pilot Program. The proposed Solid Waste Fund budget includes approximately \$370,000 to fund the new Community Services Department pilot program in the downtown. The new program will provide residents and businesses located within the 700-acre downtown an enhanced level of litter and trash service to bolster the image and appearance of the area. An estimated 80 percent of the enhanced services would be solid waste-related. Therefore, the staff is recommending that the City Council authorize funding for up to 80 percent of the pilot program costs to come from the Solid Waste Fund, through a transfer-in to the General Fund.

Internal Service Funds

Internal Service Funds account for services and equipment provided to all City departments by centralized divisions, such as maintenance of the City's vehicle fleet and insurance coverage.

Most of the \$30.9 million in FY 2004/05 revenues and transfers-in to these two funds come from internal charges to City departments.

The total revenue and transfers-in to the Self-Insurance Fund of \$18.9 million reflect an expected increase over the current fiscal year, as the City moves to self-insuring for health care. The proposed budget anticipates total operating and claims expenditures and transfers-out of \$16.7 million in FY 2004/05. The projected ending fund balance reserve is \$12.1 million for property casualty and \$8.1 million for health benefits.

The proposed Fleet Management Fund forecasts \$12.0 million in revenues and includes a 3 percent increase in the FY 2004/05 fleet rate, which is then reflected in fleet rates charged to City departments. The FY 2004/05 budget includes \$3.6 million for vehicles and equipment. Of that amount, \$1.3 million would go to public safety vehicles and equipment, \$400,000 for solid waste, \$300,000 for street maintenance, and \$1.5 million for general fleet replacements. Additionally, the budget includes approximately \$59,000 to cover the initial costs associated with the staggered hiring of four equipment mechanics starting in March 2005 for the July 2005 fire department transition. After considering all of the proposed acquisitions and rates, the proposed Five-Year Financial Plan for the Fleet Management Fund continues to maintain a solid fund balance reserve.

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Debt Service Fund

Debt service funds are designated for payment of long-term debt not directly paid through the General, Enterprise or Special Revenue funds.

Total revenues and transfers-in to these funds are estimated at \$49.6 million for FY 2004/05, compared to \$41.7 million for FY 2003/04. The same amount, \$49.6 million, is planned for debt service payments. The increase in debt service payments results from planned April 2004 debt issuances of \$48.0 million of General Obligation Bonds for capital projects in the Bond 2000 Program.

Property taxes levied to pay for voter-approved bonds are the largest revenue source, providing \$26.9 million in FY 2004/05. The proposed budget projects the rate for "secondary" property taxes, the portion of property taxes specifically dedicated for bonds, will drop 2 cents from 64 cents to 62 cents per \$100 valuation. This is the seventh consecutive year of a drop in the property tax rate.

Debt service funds also receive revenue from special district assessments and pay for special district debt service. The remaining revenues in these funds are from interest earnings and miscellaneous sources.

Capital Improvement Plan

A separate, key component of the annual financial plan is the City's Five-Year Capital Improvement Plan (CIP) for infrastructure and public facilities – including roads, water and sewer improvements, parks, buildings and information technology.

The City staff continues to use enhanced project evaluation and cash management processes started last year to prioritize and propose funding for projects. Prior budgets reflected very aggressive and sometimes unrealistic plans to move projects forward. The proposed five-year CIP uses updated, more conservative financial forecasts and reflects only those projects with the highest priority and most realistic expectation for completion during the next five years. This approach avoids raising expectations for projects that are not well defined or that the operating budget will not support. Projects not included in the new five-year CIP will be kept on a pending projects list to be incorporated in a later year when financial forecasts improve.

The improvements in managing CIP finances are helping the City hold down the amounts transferred from the General Fund for capital funding. Setting aside the \$5.8 million in one-time capital costs for the transition to a City fire department, transfers-in from the General Fund actually drop from \$6.8 million in FY 2003/04 to \$6.7 million. The underlying decrease is a result of the new capital project rejustification process undertaken this year and the ability to adjust capital cash flow requirements to better match actual capital spending.

The total proposed CIP appropriation for FY 2004/05 is \$730.3 million, which includes the following major project areas (in millions):

Community Facilities	\$134.2
Preservation	\$108.7
Neighborhood Drainage & Flood Control	\$22.5
Public Safety	\$51.2
Service Facilities	\$21.4
Transportation	\$139.3
Water Services	\$253.0

The City continues to face a quandary in capital funding plans. An extremely favorable bond market makes debt financing very attractive at this time. At the same time, the City has limited resources to fund operating costs for many of the proposed capital projects.

Scottsdale is only starting to see signs of an economic recovery after the worst recession in the City's history. The proposed five-year CIP attempts to continue – and even expedite – priority projects with minimal near-term operational impacts.

Also included in the proposed Capital Improvement Plan are administrative changes that will assist in better management of cash flows and project expenditure tracking. For example, where feasible, projects that formerly had

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multiple funding sources – such as bonds and the 0.2 percent transportation sales tax – will move to a single funding source. This change will improve the management of cash flows for the various funding sources, resulting in better planning of bond issuances, federal arbitrage compliance, and citizen property tax impacts. Without this change, the allocation of expenditures to different funding sources is based on assumptions that do not always provide a reliable estimate of the amount and timing for future bond issuances.

One positive outcome of this approach for taxpayers is a plan that forecasts the combined property tax rate dropping from \$1.12 to \$1.07 per \$100 assessed value in FY 2004/05 and staying at or below \$1.07 for the next five years. This is 43 cents, or 29 percent, below the \$1.50 financial policy limit initiated with the Bond 2000 authorization.

Conclusion

The information provided in this proposal provides the basis for a comprehensive discussion of the proposed budget over the next few months, when the City Council and the public will have the opportunity to gain more insight into the budget development process and the City's financial picture.

The primary goals of this challenging budget development process have been to:

- Use conservative and realistic revenue forecasts.
- Limit staff increases to high priority service areas and redeploy existing staff, where possible.
- Use a zero-based program budget approach to justify and control expenditures while still focusing on achieving the City Council's Broad Goals and providing basic City services.
- Focus on continuing high priority programs and eliminate or reduce funding to less critical programs.
- Continue to fund needed investment in the City's infrastructure and facilities.
- Continue to plan for the future through the astute use of City resources for strategic economic development investments that demonstrate a clear return to the community.
- Maintain a prudent level of financial reserves.

It is appropriate to thank the City staff, especially Chief Financial Officer Craig Clifford, Budget Director Art Rullo and the entire Financial Services staff, who have put much time and expertise into the development of the proposed budget. The staff has been working on this document since adoption of the FY 2003/04 City Budget, when the first steps of this budget review process began. Departments have worked closely with the Financial Services staff and senior management in developing, documenting and reviewing every component of this proposal. The staff has embraced the City Council's Broad Goals in building a financial plan that delivers the highest quality services at the most reasonable cost to the residents and businesses of Scottsdale.

Citizens already have met with the members of the City Council Budget Subcommittee and the staff to discuss budget priorities for the coming year, and many of their insights have been incorporated in the proposed budget. Over the coming weeks, the subcommittee and citizens will devote many more hours to understand and analyze the proposed budget and offer their perspectives. Their input is an important part of the budget development process.

The City Council is scheduled to begin its formal review of the proposed budget on April 5, when the staff will present the proposed Capital Improvement Plan. Two weeks later, on April 20, the staff will present the proposed Operating Budget and Comprehensive Financial Policy updates. The City Council is scheduled to adopt a tentative budget on May 17 and final budget on June 8, 2004.

The City staff and I look forward to a thorough and thoughtful examination of the FY 2004/05 proposed budget.



Janet M. Dolan
City Manager

FY 2004/05 Budget - How to Use This Book - Volume One

The City of Scottsdale's budget for FY 2004/05 is comprised of three volumes:

Volume One includes the City Council's Mission Statement and Broad Goals, the City Manager's Transmittal Letters, and Adopted Financial Policies. The Five-Year Financial Plan covers the period FY 2004/05 through FY 2008/09, which forecasts results of operations by fund and incorporates the operating expenses of capital improvements for the period.

Volume Two presents the individual programs within each department. The publication includes specific information about the program descriptions, goals and objectives, customers, partners, and staffing, along with a summary of the program operating budgets by expenditure category and the applicable funding sources.

Volume Three includes the Capital Project Budget and Five-Year Capital Improvement Plan (CIP) with more detailed information for each project. Projects accounted for in Enterprise funds are also included in the Capital Project Budget. Capital Project Budget funding sources are matched with budgeted expenditures. All future year operating impacts are noted in the Capital Budget and are included in the Five-Year Financial Plan.

FY 2004/05 Adopted Budget Summary - Volume One

Volume One begins with the **City Manager's Transmittal** letters dated March 10 and June 8, 2004. The March 10th letter was used to transmit the City Manager's proposed budget to City Council and highlights the prevailing economic condition under which the budget was prepared. The June 8th letter conveys the key elements of the adopted budget and the changes from the proposed budget.

The **Overview** section of Volume One describes in further detail the City's budget development process, which includes the roles and responsibilities of staff in the budget development process, the budget adoption, implementation and amendment processes, the use of contingency/reserves, the basis of accounting used to prepare the budget, and the relationship of the operating budget to the capital budget. This section concludes with a summary of the City's adopted Comprehensive Financial Policies, which are used to build the budget and manage the City's finances.

The **Fund Summaries & Five-Year Plan, Budget by Fund, and the Capital Improvement Plan** sections of Volume One represent the core of the City of Scottsdale's adopted FY 2004/05 budget. The Fund Summaries & Five-Year Plan provides a retrospective and prospective view of the City's funds. The first part of the Budget by Fund section, entitled Legal Compliance and Financial Management, offers a brief explanation of the City's use of fund accounting to maintain fiscal accountability. Next, a summary entitled Fund Accounting-Fund Types provides the reader with a description of the generic governmental fund types used by the City.

After an explanation of the fund types, a summary of the revenues, expenditures and fund balance by individual funds are presented. The **Budget by Fund** section concludes with two matrixes – 1) Program Operating Budget by Department/Program and 2) Program Budget Relationship with Mayor and City Council's Broad Goals. Both matrixes provide a bridge to Volume Two with specific page cross-references where the individual program information can be located.

The **Capital Improvement Plan** of Volume One describes the City's Five-Year Capital Improvement Plan along with the associated operating impacts of the capital projects. This section references the reader to Volume Three for further detailed information on capital projects such as the project description, funding source(s), and geographic location.

Volume One concludes with the **Appendix** that provides a summary of authorized staff positions by City department and fund type, the City departmental staff support in the budget development effort, a Five-Year Debt Service Schedule, Schedule of Long-Term Debt Outstanding, and a Computation of the Legal Debt Margin as of June 30, 2004. A Glossary of terms used throughout the City's budget is also included in this section along with the City Council's ordinances reflecting the adoption of the City's FY 2004/05 budget and property tax levy.

Recommended Budget Practices

The City of Scottsdale budget process incorporates the recommended practices promulgated by the National Advisory Council on State and Local Budgeting (NACSLB). Concurrently, City staff applies diligent effort into improving the process, decisions and outcomes with each new budget year.

The NACSLB was created to provide tools for governments to improve their budgeting processes and to promote their use. In fulfilling that role the NACSLB set forth a framework that has provided the context for development of a set of budget practices for state and local governments. The significance about the practices is that they represent an unprecedented cooperative effort by several organizations with diverse interests to examine and agree on key aspects of good budgeting. The NACSLB was founded by eight organizations representing elected officials, government administrators, and finance professionals at both the state and local government level.

The NACSLB's work focused on long-term financial planning and encourages governments to consider the longer consequences of actions to ensure that impacts of budget decisions are understood over a multi-year planning horizon and to assess whether program and service levels can be sustained. Practices encourage the development of organizational goals, establishment of policies and plans to achieve these goals, and allocation of resources through the budget process that are consistent with goals, policies and plans. There is also a focus on measuring performance to determine what has been accomplished with scarce government resources. The following are excerpts of the NACSLB's guiding principles and budget practice recommendations.

Budget Definition

The budget process consists of activities that encompass the development, implementation, and evaluation of a plan for the provision of services and capital assets.

A good budget process is characterized by several essential features.

- Incorporates a long-term perspective
- Establishes linkages to broad goals
- Focuses budget decisions on results and outcomes
- Involves and promotes effective communication with stakeholders
- Provides incentives to government management and employees

These key characteristics of good budgeting make clear that the budget process is not simply an exercise in balancing revenues and expenditures one year at a time, but is strategic in nature, encompassing a multi-year financial and operating plan that allocates resources on the basis of identified goals. A good budget process moves beyond the traditional concept of line-item expenditure control, providing incentives and flexibility to managers that can lead to improved program efficiency and effectiveness.

Mission of the Budget Process

The mission of the budget process is to help decision-makers make informed choices about the provision of services and capital assets and to promote stakeholder participation in the process.

Communication and involvement with citizens and other stakeholders is stressed. The broad nature of the budget mission allows issues to be addressed that have limited the success of budgeting in the past. Apathy is a serious illness of government. It is in the best interests of government to have involved stakeholders.

The term stakeholder refers to anyone affected by or who has a stake in government. This term stakeholder includes, but is not limited to: citizens, customers, elected officials, management, employees and their representatives (whether unions or other agents), businesses, vendors, other governments, and the media.

It is vital that the budget processes include diverse stakeholders. The budget process should accomplish the following:

- Involve stakeholders
- Identify stakeholder issues and concerns
- Obtain stakeholder support for the overall budgeting process
- Achieve stakeholder acceptance of decisions related to goals, services, and resource utilization
- Report to stakeholders on services and resource utilization, and serve generally to enhance the stakeholders' view of government

The importance of this aspect of the budget process cannot be overstated. Regular and frequent reporting is necessary to provide accountability, educate and inform stakeholders, and improve their confidence in the government. Communication and involvement are essential components of every aspect of the budget process.

Principles and Elements of the Budget Process

The budget process consists of four broad principles that stem from the definition and mission previously described. These principles encompass many functions that spread across a governmental organization. They reflect the fact that development of a budget is a political and managerial process that also has financial and technical dimensions.

Each of the principles of the budget process incorporates components or elements that represent achievable results. These elements help translate the guiding principles into action components. Individual budgetary practices are derived from these elements and are a way to accomplish the elements. The principles and elements provide a structure to categorize budgetary practices.

1) Establish Broad Goals to Guide Government Decision-Making - A government should have broad goals that provide overall direction for the government and serve as a basis for decision-making.

- a) Assess community needs, priorities, challenges and opportunities
- b) Identify opportunities and challenges for government services, capital assets, and management
- c) Develop and disseminate broad goals

2) Develop Approaches to Achieve Goals - A government should have specific policies, plans, programs, and management strategies to define how it will achieve its long-term goals.

- a) Adopt financial policies
- b) Develop programmatic, operating, and capital policies and plans
- c) Develop programs and services that are consistent with policies and plans
- d) Develop management strategies

3) Develop a Budget Consistent with Approaches to Achieve Goals - A financial plan and budget that moves toward achievement of goals, within the constraints of available resources, should be prepared and adopted.

- a) Develop a process for preparing and adopting a budget
- b) Develop and evaluate financial options
- c) Make choices necessary to adopt a budget

4) Evaluate Performance and Make Adjustments - Program and financial performance should be continually evaluated, and adjustments made, to encourage progress toward achieving goals.

- a) Monitor, measure, and evaluate performance
- b) Make adjustments as needed

The NACSLB's work goes on to identify 59 practices to achieve the higher-level activities identified in the principles and elements of budgeting. Scottsdale's budget process attempts to incorporate all of the NACSLB's recommended practices.

Budget Roles and Responsibilities

Every City of Scottsdale employee plays a role in the City's budget — whether in its formulation, preparation, implementation, administration, or evaluation. Ultimately, of course, each general manager, through the City Manager, is accountable to the City Council for the performance of program personnel in meeting City Council's Broad Goals (see page V in the Introduction section) and specific workplan objectives within allocated resource limits.

The actual budget responsibility of the employees are identified more specifically below:

- The **Program Manager** is responsible for preparing an estimate of remaining cost requirements for the current fiscal year, projecting the base budget requirements for the next fiscal year, and developing other requests that change or revise the program so that it will be more effective, efficient, productive, and economical.
- The City departments have **Budget Liaisons** and **CIP Liaisons** that coordinate the budget within their respective departments. The Budget Liaison serves as the vital communication link between their City department and their Financial Services Department Budget Analyst on matters related to their specific operating budget. Budget Liaisons are responsible for coordinating information, checking to see if forms are completed properly, making sure that all necessary documentation is submitted, monitoring the internal review process to meet timelines, and serving as troubleshooters for problems throughout the budget process. The **CIP Liaisons** essentially serve the same role as the Budget Liaisons; however, their focus is on the coordination of capital projects and multi-year capital planning with the Financial Services Department staff. In many cases the same individual serves as both the departmental Budget Liaison and CIP Liaison. A list of Budget Liaisons and CIP Liaisons and their area of responsibility appears in the appendix, page 129.

- The **CIP Technology Review Team** and **CIP Construction Review Team** are comprised of mid-level staff from various City departments. These cross-departmental teams are responsible for reviewing the initial review of all of the City's capital projects. Their reviews are focused on timing and cost considerations, compiling lifecycle costs, and preparing a preliminary Capital Improvement Plan recommendation for review and revision by the General Managers, Chief Financial Officer, Deputy/Assistant Managers, City Manager, City Council and various boards and commissions comprised of citizens. A list of Coordination Team members appears in the appendix, page 129.
- The **Division Directors, General Managers, and Charter Officers** are responsible for reviewing historical performance, anticipating future problems and opportunities, considering alternative solutions, and modifying and assembling their program data into a cohesive budget information package. General Managers critically evaluate all requests, prioritize, and submit a balanced budget plan including only those requests, which support City Council's Broad Goals, City Manager workplan, administrative direction, and program objectives.
- The **Budget Director** and **Budget Analysts** are responsible for preparing the short-range and long-range revenue and expenditure forecasts, calculating user and indirect cost rates, developing the process and related forms for preparing the budget, providing budget training sessions to the Budget Liaisons and CIP Liaisons, coordinating the compilation of budget data, analyzing operating and capital budget requests, evaluating and summarizing budget requests from departments and preparing budget review materials for the Chief Financial Officer, Deputy/Assistant Managers, City Manager, Mayor, and City Council.
- The **Budget Director, Chief Financial Officer (CFO), and Deputy/Assistant City Managers** collaborate in developing programmatic, operating, and capital policies and financial plans that help define how Scottsdale will achieve its long-term goals. They are responsible for reviewing the program operating and CIP requests and working with program managers to develop program and service recommendations that are consistent with City Council's Broad Goals, management strategies, and the City's Adopted Financial Policies (see page 18 of this Overview section).
- The **City Manager** is responsible for reviewing the total financial program and submitting a balanced City-wide proposed budget, which supports the City Council's Broad Goals established by the Mayor and City Council.
- The **City Council Budget Subcommittee** gathers citizen input and priorities regarding the City's budget early in the budget development process. In the early winter the Subcommittee holds public budget forums in various geographic locations throughout the City. In late March, the Subcommittee holds budget work sessions with each of the department heads to review their proposed operating and capital budgets. The sessions are open to the public and are intended to assess how well the department's proposed budget aligns with the earlier citizen input, priorities, and supports the City Council's Broad Goals established by the Mayor and City Council. The Subcommittee also reviews the City's proposed multi-year Financial Plan including an examination of the revenue forecast and related assumptions. The Subcommittee members report their findings to the full City Council during a public meeting, in early May before the first public budget hearing with the full Council.
- The **Mayor and City Council** initially set the direction for the budget by establishing broad goals for the organization, which serve as a basis for decision-making. The Mayor and City Council are ultimately responsible for the review of the City Manager's proposed and tentative budget and final adoption of the budget.

City of Scottsdale's Budget Process

The budget process is key to the development of Scottsdale's strategic plan - allowing City Council and staff the opportunity to reassess goals and objectives and the means for accomplishing them. While the budget may be reviewed by the Mayor and City Council in April and May and adopted in early June, its preparation begins with the City Council's fall retreat, which is open to the public. During the retreat the Council members collaborate on establishing a mission and broad goals for the community and articulating their priorities. During the retreat the following are also typically covered methods of expanding and enhancing public input, the City's Financial Policies, the most current Financial/Revenue Forecast, and any emerging "hot budget issues". The City Council's feedback from the retreat provides the groundwork and starting point for the staff to begin framing the program and Capital Improvement Plan budgets.

Needs Assessment and Financial Capacity Phase

In this phase, which begins in the late summer and continues up to the final budget adoption, the staff compiles and updates on an ongoing basis the City's multi-year revenue forecast. The first year of the estimated revenues ultimately defines the expenditure limitations for the budget to be developed. The multi-year revenue perspective further refines the City's current and future period expenditures — with the goal of not adding programs, services or staff which do not have a sustainable funding source.

Also, during this key phase the City staff is assessing what programs, services and capital needs exist as seen by our citizens, boards, and commissions. Public input and involvement are an extremely important and value added component of Scottsdale's budget process in assessing citizen satisfaction with services and establishing priorities for the coming budget year(s).

One way the City gathers public feedback on citizen satisfaction with services is through a citizen survey. In the early fall, an independent research organization conducts a citizen survey, which is facilitated by the City's Communications and Public Affairs (CAPA) staff and the results are shared during the City Council fall retreat.

Another way the City gathers public input and further insight into citizens' budget priorities for the forthcoming budget is through the City Council Budget Subcommittee. The Budget Subcommittee hosts a series of public budget forums in various geographic locations in the City during January. After the City Manager's proposed budget is released in March, the Budget Subcommittee conducts public budget work sessions reviewing the departmental/program budgets and the proposed multi-year Financial Year Plan and proposed budget with the City staff in budget work sessions.

The staff and City Council also use the Economic/Financial Updates and Financial Trends Analysis Report as integral parts of the budget decision-making process incorporating both short and long-range economic and financial forecasts, program objectives and financial policy. The City's current financial condition with existing programs is evaluated, as well as its future financial capacity to sustain service levels. The most recent Economic/Financial Updates and Financial Trends Analysis Report may be viewed on the City's Internet website: www.ScottsdaleAz.gov.

The City's infrastructure needs (capital improvement projects) are also evaluated and play an important role in forecasting related short and long-term operating needs. The General Fund's ability to absorb the

ongoing operating costs associated with proposed capital projects is an especially significant criterion in assessing whether a project moves forward in the Capital Improvement Plan and receives funding in the proposed Program Operating and Capital Budgets.

During this early phase of the budget development, key fiscal forecasting assumptions are made, i.e., reserve funding, capital funding contributions, compensation adjustments with special consideration given to major compensation cost drivers such as healthcare and retirement increases. The projected impacts of cost/inflation over the City's multi-year financial projections are also considered and factored into the analysis. The preliminary assumptions are used to forecast the City's fiscal capacity and provide the financial framework within that program service levels and capital infrastructure project budgets must be developed.

Policy/Strategy Development and Prioritization Process Phase

At its fall retreat, the City Council review the citizen input, Financial Policies, Economic Trends Analysis, citizen survey results and the most current Financial Forecast. They discuss broad organizational goals, priorities, and constituents' suggestions and expectations for Scottsdale. From this, the City Council establishes broad goals and strategic directives, which are the cornerstone for the development of the budget. These broad goals provide the overall direction for Scottsdale and serve as a basis for decision-making. The executive and senior management staffs update City financial policies, plans, programs, and management strategies to define how the City will achieve the broad goals. It is within this framework that the City staff formulates the proposed Program Operating and Capital Budgets.

Budget Development and Prioritization Process Phase

In the early fall the Capital Improvement Plan development begins in conjunction with the City's financial forecasts. Initial departmental capital project requests and changes to existing capital projects are reviewed by a cross-departmental team for accurate costing, congruence with City objectives and prioritized using a set of predetermined criteria. Financing sources are then sought for the highest-ranking projects. The teams involved in this process include the CIP Technology Review Team and the CIP Construction Review Team. The CIP Technology Review Team is made up of mid-level technology managers from various City departments. The CIP Construction Review Team is made up of mid-level Capital Project Management staff

with expertise in public building planning and construction, street improvements, stormwater management, landscaping, etc. The staff when developing their Program Operating Budget plans closely considers the operating impacts of current and proposed capital projects. Staff also considers City Council's Broad Goals and strategic directives as they develop program objectives and work plans for the budget period.

Later in the fall after the CIP is underway, the City staff updates their proposed performance measurements. The performance measurements are developed to measure results and ensure accountability, which enable managers and policy makers to evaluate progress towards stated goals and objectives. The staff also prepares their proposed Program Operating Budgets at this time, using a zero-based program budget approach, which requires that the budget prepared solely at the existing service operating levels – no modifications are permitted at this stage of the budget development. The departmental staff is also asked to evaluate their programs and/or positions for possible trade-offs, reductions or eliminations, or service level changes to offset inflation, contractual, compensation, and benefit cost increases.

Under the City's zero-based program budget approach, any proposed changes in service levels, new programs, population/service growth, additional staff, and program trade-offs resulting in service level reductions/increases must be submitted to the Budget Office in an Evaluation Decision Package. An Evaluation Decision Package provides extensive analysis and justification for the department's request and is reviewed by the City Manager during the budget development and prioritization process. In the later stages of the City's budget development process, Evaluation Decision Packages are considered and balanced among numerous competing demands within the City's available, ongoing resources. When funding needs exceed the City's funding limits, remedies may be one or more of the following: reduce base budget, identify new revenues, employ process management tools, and/or form partnerships with other City programs or non-profit organizations.

City Management Review and Modification Phase

In the early winter, the Department submit their proposed Program Operating Budget and Capital Project Budget requests to the Budget Office. The Budget Director and Budget Analysts compile the information and provide the first review of the material. The initial multi-faceted review focuses on: ascertaining the departments

complied with the Budget Office's budget instructions, reviewing the mathematical accuracy and logic of the departmental base budget and capital project requests, and any Evaluation Decision Packages. The review also includes a broader assessment of whether the departmental budget proposals address City Council's Broad Goals, strategic directives, and program service needs while maintaining a citywide perspective ensuring the fiscal integrity of the City (not exceeding our forecasted resources/limits).

The Deputy/Assistant City Managers, City Manager, CFO, Budget Director and Budget staff collaborate on the development of a recommended Five-Year Financial Plan and proposed budget for each fund and submit to the City Council for review and adoption. As noted above, the City Council Budget Subcommittee also reviews the proposed multi-year revenue forecasts for reasonableness and the expenditure budgets for efficiencies and alignment with community needs and expectations.

City Council Review and Adoption Phase

In the early spring, the City Manager and CFO present a proposed financial plan —operating and capital — to the City Council for consideration and adoption. The City Council Budget Subcommittee presents their findings to the full City Council in early May, before the first public budget hearing. The budget is also communicated to the general public in a summary format using a newspaper insert, handouts, televised public City Council meetings, Internet and/or a combination of these formats.

A series of statutorily required public budget hearings and Council work-study sessions are held and the City Council adopts the budget and tax levy consistent with the City Charter and State law. Per State statute, the City Council must have Tentative Adoption of the proposed budget, on or before the second public budget hearing, which is usually held in mid-May. Tentative Adoption sets the legal maximum expenditure (i.e., appropriation) limit for the coming fiscal year budget. Under the City's Charter, the Final Adoption of the budget must occur at the first Regular City Council meeting in June.

In late March, the City Council Budget Subcommittee holds public budget work sessions to review each department's budget and the City multi-year Financial Plan. This review is detailed in nature and focuses on how the department's program budgets address the articulated priorities of the public and City Council's Broad Goals.

The full City Council considers the proposed budget and holds work-study sessions and public budget hearings in April through June. The sessions provide an

opportunity for City management, departments, and the general public to offer information and recommendations to the City Council.

Per the City Charter, final adoption of the budget must take place at the first regular City Council meeting in June. State law requires the budget to be all-inclusive, which means if an item is not budgeted (i.e. does not have an appropriation), it cannot be legally expended during the fiscal year. Therefore, the budget must include sufficient appropriation provisions for contingent revenues (e.g., possible future grants) and expenditures that cannot be accurately determined when the budget is adopted. The ordinance adopting the annual budget currently requires City Council authorization for expenditures from Operating Contingency/Reserves.

Implementing, Monitoring, and Amending the Budget Phase

In July, the City staff begins the process of implementing the newly adopted budget and is accountable for budgetary control throughout the fiscal year. Revenue and expenditure patterns are examined, compared to budget plans, and corrective action, if necessary, is taken during the fiscal year. Members of the Financial Services staff meet every month to review current demographic, economic and financial trends, which may impact the City, and to plan strategy to ensure the City's fiscal integrity. City management and City Council are also provided monthly Economic Update Reports disclosing actual revenue, expenditure, and fund balance performance as compared to the budget plan.

Upon the final adoption of the budget, staff implements the Program Operating Budget and the Capital Improvement Plan, incorporating all changes from the Tentative Budget proposal. The final Program Operating Budget and Capital Improvement Plan are typically published no later than the end of July.

Scottsdale's programs and activities are periodically reviewed to determine if they are achieving City Council's Broad Goals, accomplishing strategic objectives and making efficient use of limited resources. City values of "plan and innovate for the future" and "focus on quality customer service" along with City Manager directed studies of several service and program areas during the next budget year help communicate this expectation. The Financial Services Budget staff, senior management, and the Internal Audit staff all provide assistance to staff in their review of programs.

Every City service or program is expected to conduct self-assessments and develop cost and quality measures of efficiency and effectiveness. Internal performance measurements are developed and reviewed on a

periodic basis by program managers. Scottsdale's culture, along with the City value of "listen, communicate, and take action" stresses open communication and stakeholder involvement determining satisfaction with programs and services and in identifying areas needing added attention.

Monitoring of the City's ongoing financial performance is required of all program managers on a monthly basis. Written budget to actual expenditure variance reports must be submitted monthly by all City departments that have variances exceeding pre-determined variance ranges as established by the Budget Office. Additionally, the departments must explain in writing to the Budget Office any impact of a variance on the projected year-end budget saving and fund balanced budget.

The City of Scottsdale Budget is adopted at a department level and the Capital Improvement Plan is adopted at a project level. Per the City's Administrative Regulations, all proposed budget transfers from non-salary accounts between City departments, programs or capital projects require the written approval of the department General Manager, the requestor, and the Budget Director. If approved, the transfer is input into the budget system by the Financial Services Systems Integrator staff.

Per the City's Administrative Regulations, all proposed budget transfers from a salary account between City departments; programs or capital projects require the written approval of the department General Manager, the requestor, the Budget Director and the City Manager. If approved, the transfer is input into the budget system by the Financial Services Systems Integrator staff.

In addition, budget changes for capital projects funded by bonds require review by the Citizen Bond Review Commission and approval by the City Council. All requests for adjustment require written justification and an explanation of the fiscal impact, which is reviewed by the Financial Services staff prior to written approval.

All amendments to the budget that require a transfer from the Contingency/Reserve Funds require the prior approval of City Council at a public meeting.

Use of Contingency/Reserve Funds

The Contingency/Reserve Fund is strictly defined in the City's financial policies adopted by City Council annually and used when additional funds are necessary to offset events such as: unexpected revenue shortfalls or expenditure increases so that budgeted citizen service measures can be maintained; unanticipated grants are received; and when unanticipated and/or inadequately budgeted events threaten the public health or safety. Use of Contingency/Reserve Funds are to be utilized

only after all budget sources have been examined for available funds. All Contingency/Reserve Fund requests require justification and an explanation of the fiscal impact, which is reviewed and approved in writing by the Budget Director, Chief Financial Officer, the applicable service area Deputy/Assistant Manager, and City Manager before being presented to City Council for consideration and approval.

Budgetary and Accounting Basis

Scottsdale's budget process is based upon accounting for certain transactions on a budgetary basis, which is a basis other than Generally Accepted Accounting Principles (GAAP). The major differences between the budgetary and GAAP basis are:

- Certain revenues, expenditures, and transfers are not included on the budget basis, but are accrued and reported on the GAAP basis. For example, increases or decreases in compensated absences are not reported for budget basis purposes, but are presented as revenues or expenditures on the GAAP basis.
 - Indirect administrative cost allocations (including in-lieu property tax and franchise fees) charges to the Enterprise Funds are accounted for as transfers in or out on the budgetary basis, but are recorded as revenues or expenses on the GAAP basis.
 - Capital outlays in the Enterprise Funds are presented as expenses for budget basis, but are recorded as assets along with associated depreciation expenses on the GAAP basis.
 - Debt service principal payments in the Enterprise Funds are accounted for as expenses for budget purposes, but are reported as reductions of long-term debt liability on the GAAP basis.
 - Certain debt service principal and interest payments are accounted for as expenses in the General Fund for budget basis purposes, but are reported as expenses in the Debt Service Fund on the GAAP basis.
- All actual amounts in the budget document are shown on the budgetary basis to facilitate meaningful comparisons. Budgeted funds include the General, Special Revenue, Debt Service, Enterprise, Internal Service, Trust, and Capital Improvement Plan.

Operating and Capital Budget Relationship

The City of Scottsdale's Budget for FY 2004/05 is comprised of three volumes:

Volume One includes the City Council's Mission Statement and Broad Goals, City Manager's Transmittal Letters, and Adopted Financial Policies. The Five-Year Financial Plan covers the period FY 2004/05 through FY 2008/09 and forecasts results of operations by fund and incorporates the operating expenses of capital improvements for the period.

Volume Two presents the individual programs within each department. The publication includes specific information about the program descriptions and goals and objectives, customers, partners, staffing, along with a summary of the program operating budgets by expenditure category and the applicable funding sources.

Volume Three includes the Capital Project Budget and Five-Year Capital Improvement Plan with more detailed information for each project. Projects accounted for in Enterprise Funds are also included in the Capital Project Budget. Capital Project Budget funding sources are matched with budgeted expenditures. All future year operating impacts are noted in the Capital Budget and included in the Five-Year Financial Plan.

Expenditures for the Five-Year Capital Improvement Plan are presented on a budget basis. Governmental accounting procedures require adequate budget to pay for an entire contract to be available and appropriated in the period in which a contract is entered; therefore, expenditures are presented on a budget basis as opposed to cash flow basis. For example, a 180 day construction contract entered into in May of fiscal year one would have cash expenditures from May of fiscal year one through October of fiscal year two, however, the entire budget for this contract must be appropriated in fiscal year one, the year in which the contract was entered; any unspent funds at fiscal year-end are carried forward and budgeted again in year two.

Funding sources for the Five-Year Capital Improvement Plan are presented on budget basis except for transfers-in from the Program Operating Budget, which are presented on a cash basis. These revenue sources are presented in the period that the funding will be transferred in order to provide continuity between the Program Operating Budget and the Capital Improvement Plan. As a result of presenting the transfers on the cash basis, funding sources do not equal budgeted expenditures in each period, creating a fund balance as cash accumulates for larger expenditures in later years. For further explanation of capital project funding sources and expenditures, refer to the Capital Improvement Plan section, and the Fund Summaries and Five-Year Plan section of this Volume.

City of Scottsdale's Comprehensive Financial Policies

The following City financial policies adopted by the City Council establish the framework for Scottsdale's overall fiscal planning and management. They set forth guidelines against which current budgetary performance can be measured and proposals for future programs can be evaluated. Scottsdale's publicly adopted financial policies show the credit rating industry and prospective investors (bond buyers) the City's commitment to sound financial management and fiscal integrity. The financial policies also improve the City's fiscal stability by helping City officials plan fiscal strategy with a consistent approach. Adherence to adopted financial policies promotes sound financial management, which can lead to improvement in City bond ratings and lower cost of capital. The City is in compliance with the comprehensive financial policies adopted with this budget.

Operating Management Policies

1. All departments will participate in the responsibility of meeting policy goals and ensuring long-term financial health. Future service plans and program initiatives will be developed to reflect current policy directives, projected resources and future service requirements. In order to ensure compliance with policy, sunset provisions will be required on all grant program initiatives and incorporated into other service plans, as appropriate.
2. The budget process is intended to weigh all competing requests for City resources, within expected fiscal constraints. Requests for new, ongoing programs made outside the budget process will be discouraged.
3. Budget development will use strategic multi-year fiscal planning, conservative revenue forecasts, and modified zero-base expenditure analysis that requires every program to be justified annually in terms of meeting intended objectives ("effectiveness criteria") and in terms of value received for dollars allocated ("efficiency criteria"). The process will include a diligent review of programs by staff, management, citizens and City Council.
4. A Citizen Budget Committee will be created annually at the very beginning of the budget development process to serve in an advisory capacity in reviewing operating and capital budget recommendations from a departmental, program, and goals perspective. Specific roles of the Committee, and its composition, will be determined by the City Council.
5. Revenues will not be dedicated for specific purposes, unless required by law or generally accepted accounting practices (GAAP). All non-restricted revenues will be deposited in the General Fund and appropriated by the budget process.
6. Current revenues will fund current expenditures and a diversified and stable revenue system will be developed to protect programs from short-term fluctuations in any single revenue source.
7. Addition of personnel will only be requested to meet program initiatives and policy directives, after service needs have been thoroughly examined and it is substantiated that additional staffing will result in increased revenue or enhanced operating efficiencies. To the extent feasible, personnel cost reductions will be achieved through attrition.
8. Enterprise (Water, Sewer, Solid Waste Management, and Airport) user fees and charges will be examined annually to ensure that they recover all direct and indirect costs of service and be approved by the City Council. Any unfavorable balances in cost recovery will be highlighted in budget documents. Rate adjustments for enterprise operations will be based on five-year fund plans.
9. All non-enterprise user fees and charges will be examined annually to determine the direct and indirect cost of service recovery rate. The acceptable recovery rate and any associated changes to user fees and charges will be approved by the City Council.
10. Development impact fees, as permitted by state law, for capital expenses attributable to new development will be reviewed annually to ensure that fees recover all direct and indirect development-related expenses and be approved by City Council. Any unfavorable balances in cost recovery will be highlighted in budget documents.

11. Capital equipment replacement will be accomplished through the use of a "rental" rate structure. The rates will be revised annually to ensure that charges to operating departments are sufficient for operation and replacement of vehicles and other capital equipment (fleet, computers, phones and copier systems). Replacement costs will be based upon equipment lifecycle financial analysis.
12. Grant funding will be considered to leverage City funds. Inconsistent and/or fluctuating grants should not be used to fund ongoing programs. Programs financed with grant monies will be budgeted in separate cost centers, and the service program will be adjusted to reflect the level of available funding. In the event of reduced grant funding, City resources will be substituted only after all program priorities and alternatives are considered during the budget process.
13. Balanced revenue and expenditure forecasts will be prepared to examine the City's ability to absorb operating costs due to changes in the economy, service demands, and capital improvements. The forecast will be updated annually, focus on a three-year horizon, but include a five-year outlook.
14. Alternative means of service delivery will be evaluated to ensure that quality services are provided to our citizens at the most competitive and economical cost. Departments, in cooperation with the City Manager, will identify all activities that could be provided by another source and review options/alternatives to current service delivery. The review of service delivery alternatives and the need for the service will be performed annually or on an "opportunity" basis.
15. Cash and Investment programs will be maintained in accordance with the City Charter and the adopted investment policy and will ensure that proper controls and safeguards are maintained. City funds will be managed in a prudent and diligent manner with an emphasis on safety of principal, liquidity, and financial return on principal, in that order.
16. The City will follow an aggressive, consistent, but sensitive to the circumstances policy of collecting revenues to the limit of our ability. Collection policy goal will be for all adjusted uncollectible accounts to be no more than .5 of 1% of the total City revenue being adjusted for bad debts annually.

Capital Management Policies

17. A five-year Capital Improvement Plan will be developed and updated annually, including anticipated funding sources. Capital improvement projects are defined as infrastructure or equipment purchases or construction which results in a capitalized asset costing more than \$25,000 and having a useful (depreciable life) of two years or more.
18. The capital improvement plan will include, in addition to current operating maintenance expenditures, adequate funding to support repair and replacement of deteriorating infrastructure and avoidance of a significant unfunded liability.
19. Proposed capital projects will be reviewed and prioritized by a cross-departmental team regarding accurate costing (design, capital, and operating) and overall consistency with the City's goals and objectives. Financing sources will then be identified for the highest ranking projects.
20. Capital improvement lifecycle costs will be coordinated with the development of the Operating Budget. Future operating, maintenance and replacement costs associated with new capital improvements will be forecast, matched to available revenue sources and included in the Operating Budget. Capital project contract awards will include a fiscal impact statement disclosing the expected operating impact of the project and when such cost is expected to occur.
21. Dedicated two tenths of percent (.2%) privilege tax revenue for transportation improvements will be restricted to funding the planning, design, construction and acquisition costs associated with building, renovating, or enhancing capital projects for streets, highways, traffic control, transit and aviation and transportation improvement operating costs
22. Pay-as-you-go Capital Improvement Plan financing should account for a minimum of 25 percent of all capital improvement projects for each five-year planning period. Pay-as-you-go financing is defined as all sources of revenue other than City debt issuance, i.e., fund balance contributions, developer contributions, grants, endowments, etc.

23. Pay-as-you-go contributions up to 10% or \$500,000, whichever is less, may be authorized by City Council towards any single utility undergrounding improvement district. Any unused annual budget authorization may carryforward towards a maximum \$2 million appropriation for utility undergrounding capital projects that benefit the community as a whole.

Debt Management Policies

24. The City will seek to maintain and, if possible, improve our current bond rating in order to minimize borrowing costs and preserve access to credit.
25. An analysis showing how the new issue combined with current debt impacts the City's debt capacity and conformance with City debt policies will accompany every future bond issue proposal.
26. The City will communicate, and, where appropriate, coordinate with all jurisdictions with which we share a common tax base concerning our collective plans for future debt issues.
27. City Debt Service costs (GO, MPC, HURF, Revenue Bond, Mountain Preservation and Contractual Debt) should not exceed 25% of the City's operating revenue in order to control fixed costs and ensure expenditure flexibility. Improvement District (ID) and Community Facility District (CFD) debt service is not included in this calculation because it is paid by district property owners and is not an obligation of the general citizenry. Separate criteria have been established regarding ID and CFD debt policies.
28. General Obligation debt, which is supported by property tax revenues and grows in proportion to the City's assessed valuation and/or property tax rate increases, will be utilized as authorized by voters. Other types of voter-approved debt (e.g., water, sewer, and HURF) may also be utilized when they are supported by dedicated revenue sources (e.g., fees and user charges).
29. General Obligation debt issuances will be managed on an annual basis to match funds to Capital Improvement Plan cashflow requirements while being sensitive to the property tax burden on citizens. Careful management of bond issuances will allow the City to not exceed \$1.50 property tax per \$100 assessed value.
30. Municipal Property Corporation and contractual debt, which is non-voter approved, will be utilized only when a dedicated revenue source (e.g., golf course revenue, bed tax) can be identified to pay debt service expenses. The following considerations will be made to the question of pledging of project (facility) revenues towards debt service requirements:
- a. The project requires monies not available from other sources.
 - b. Matching fund monies are available which may be lost if not applied for in a timely manner.
 - c. Catastrophic conditions.
 - d. The project to be financed will generate net positive revenues (i.e., the additional tax revenues generated by the project will be greater than the debt service requirements). The net revenues should not simply be positive over the life of the bonds, but must be positive each year within a reasonably short period (e.g., by the third year of debt service payments).
31. McDowell Mountain Preservation debt service will be funded by the dedicated .2% privilege tax. The City's privilege tax to debt service goal will be at least 1.5:1 for senior lien debt to ensure the City's ability to pay for preserve debt from this elastic revenue source.
32. Improvement District (ID) and Community Facility District *(CFD) Bonds shall be permitted only when there is a general City benefit. ID and CFD bonds will be utilized only when it is expected that they will be issued for their full term. It is intended that ID and CFD bonds will be primarily issued for existing neighborhoods desiring improvements to their property such as roads, water lines, sewer lines, streetlights, and drainage.
- a. Improvement District debt will be permitted only when the full cash value of the property, as reported by the Assessor's Office, to debt ratio (prior to improvements being installed) is a minimum of 3/1 prior to issuance of debt and 5/1 or higher after construction of improvements. Should the full cash value to debt ratio not meet the minimum requirements, property value may be determined by an appraisal paid for by the applicant and administered by

the City. In addition, the City's cumulative improvement district debt will not exceed 5 percent of the City's secondary assessed valuation. Bonds issued to finance improvement district projects will not have maturities longer than ten years.

- b. Community Facility District debt will be permitted only when the full cash value of the property, as reported by the Assessor's Office, to debt ratio (prior to improvements being installed) is a minimum of 3/1 prior to issuance of debt and 5/1 or higher after construction of improvements. In addition, the City's cumulative facility district debt will not exceed 5 percent of the City's secondary assessed valuation. The landowner/developer shall also contribute \$.25 in public infrastructure improvement costs of each dollar of public infrastructure improvement debt to be financed by the district.
- 33. Debt financing should not exceed the useful life of the infrastructure improvement with the average (weighted) bond maturities at or below ten years.
- 34. A ratio of current assets to current liabilities of at least 2/1 will be maintained to ensure the City's ability to pay short-term obligations.
- 35. Bond interest earnings will be limited to funding changes to the bond financed Capital Improvement Plan, as approved by City Council, or be applied to debt service payment on the bonds issued for construction of this plan.
- 36. Utility rates will be set, as a minimum, to ensure the ratio of revenue to debt service meets our bond indenture requirement of 1.2/1. The City goal will be to maintain a minimum ratio of utility revenue to debt service of 1.6/1 or greater, to ensure debt coverage in times of revenue fluctuations attributable to weather or other causes, and to ensure a balanced pay-as-you-go Capital Improvement Plan.

Reserve Policies

- 37. All fund designations and reserves will be evaluated annually for long-term adequacy and use requirements in conjunction with development of the City's balanced five year financial plan.
- 38. General Fund Stabilization Reserve of 10 percent of annual general governmental (General/HURF funds) operating expenditures will be maintained for unforeseen emergencies or catastrophic impacts to the City. Funds in excess of 10 percent, but not to exceed \$5 million, may be used for economic investment in the community when justified by the financial return to the City.
- 39. Debt Service Reserve will be funded with secondary property taxes, levied by City Council, sufficient to pay the bonded indebtedness for General Obligation bond principal and interest. A debt service sinking fund will be maintained to account for these restricted revenues and debt payments, as well as any additional debt amounts deemed to be advisable and necessary for any public or municipal purposes.
- 40. Water and Sewer Fund Reserves will be maintained to meet three objectives: 1) ensure adequate funding for operations; 2) to ensure infrastructure repair and replacement; and, 3) to provide working capital to provide level rate change for customers.
 - a. An Operating Reserve will be funded not to exceed 90 days of budgeted system operating expenditures to provide sufficient expenditure flexibility during times of unusual weather resulting in variations in average consumption and associated operating expenses.
 - b. A Replacement and Extension Reserve will be maintained, per bond indenture requirements, to meet the minimum requirement of 2% of all tangible assets of the system to ensure replacement of water and sewer infrastructure.
 - c. In addition, Working Capital will be funded based upon a multi-year financial plan to provide adequate cash for water and sewer capital improvements and to level the impact of rate increases upon our customers.

41. Solid Waste Management Reserve will be funded not to exceed 90 days of budgeted system operating expenditures to provide contingency funding for costs associated with solid waste disposal. Costs may include site purchase, technology applications, or inter-governmental investment to maximize the value of waste disposal activities.
42. Aviation Fund Reserve will be funded not to exceed 90 days of budgeted system operating expenditures to provide contingency funding for costs associated with airport operations. Costs may include site purchase, technology applications, or inter-governmental investment to maximize the value of airport activities.
43. Self-Insurance Reserves will be maintained at a level, which, together with purchased insurance policies, will adequately indemnify the City's property, liability, and health benefit risk. A qualified actuarial firm shall be retained on an annual basis in order to recommend appropriate funding levels, which will be approved by Council.
44. Fleet Management Reserve will be maintained based upon lifecycle replacement plans to ensure adequate fund balance required for systematic replacement of fleet vehicles and operational contingencies. Operating departments will be charged for fleet operating costs per vehicle class and replacement costs spread over the useful life of the vehicles.
45. Contingency Reserves to be determined annually will be maintained to offset unanticipated revenue shortfalls and/or unexpected expenditure increases. Contingency reserves may also be used for unanticipated and/or inadequately budgeted events threatening the public health or safety. Use of contingency funds should be utilized only after all budget sources have been examined for available funds, and subject to City Council approval.

Financial Reporting Policies

46. The City's accounting and financial reporting systems will be maintained in conformance with all state and federal laws, generally accepted accounting principles (GAAP) and standards of the Governmental Accounting Standards Board (GASB) and the Government Finance Officers Association (GFOA).
47. An annual audit will be performed by an independent public accounting firm, with an audit opinion to be included with the City's published Comprehensive Annual Financial Report (CAFR).
48. The City's CAFR will be submitted to the GFOA Certification of Achievement for Excellence in Financial Reporting Program. The financial report should be in conformity with GAAP, demonstrate compliance with finance related legal and contractual provisions, disclose thoroughness and detail sufficiency, and minimize ambiguities and potentials for misleading inference.
49. The City's CAFR will also be submitted to the National Federation of Municipal Analysts (NFMA) Awards Program and to national repositories identified by the NFMA as a continuing commitment to disclose thoroughness to enable investors to make informed decisions.
50. The City's Budget will be submitted to the GFOA Distinguished Budget Presentation Program. The budget should satisfy criteria as a financial and programmatic policy document, as a comprehensive financial plan, as an operations guide for all organizational units and as a communications device for all significant budgetary issues, trends and resource choices.
51. Financial systems will maintain internal controls to monitor revenues, expenditures, and program performance on an ongoing basis.



A fund is a grouping of related accounts that is used to maintain control over resources that have been segregated for specific activities or objectives. The City, like other state and local governments, uses fund accounting to ensure and demonstrate compliance with finance-related legal requirements.

Internal Service Funds are used to account for the financing, on a cost-reimbursement basis, of commodities or services provided by one program for the benefit of other programs within the City. The City maintains two Internal Service Funds to account for Fleet and Self-Insurance activities.

- **Bond Funds** – are used to account for bond proceeds to be used only for approved bond projects.
- **Transportation Privilege Tax Capital Fund** – are used to account solely for transportation projects.
- **Grant Capital Funds** – are used to account for the proceeds of capital grants.
- **Enterprise Capital Funds** – are used to account for utility rates and development fees for specific projects.
- **Unrestricted General Capital Fund** – are used to account for transfers-in from the General Fund and for any other activity for which a special capital fund has not been created.

- The following section presents several
- schedules detailing the City of Scottsdale's
- Budget by Fund and includes Fund Summaries
- and the Five-Year Financial Plan for each of the
- City's funds.

FUND SUMMARIES

Fund Summaries and Five-Year Plan

Proposed FY 2004/05 Budget Fund Summaries General Fund

	Actual 2002/03	Adopted 2003/04	Forecast 2003/04	Proposed 2004/05
Source of Funds:				
Beginning Fund Balance:				
General Fund Reserve	19,456,791	20,476,049	20,476,049	22,512,108
Economic Investment	5,000,000	4,220,550	4,220,550	1,819,205
Operating Contingency	2,822,626	1,700,000	2,500,000	2,300,000
PY Open Purchase Orders	-	4,400,000	4,400,000	4,400,000
Unreserved Fund Balance	3,316,687	1,756,774	1,691,732	13,579,916
Total Beginning Fund Balance	30,596,104	32,553,373	33,288,331	44,611,229
Revenues:				
Taxes - Local				
Privilege Tax	79,703,549	77,377,547	82,209,405	84,821,709
Property Tax	15,552,166	16,572,708	16,572,708	17,630,083
Transient Occupancy Tax	6,688,189	6,600,000	6,600,000	6,732,000
Light & Power Franchise	5,146,431	5,464,150	5,114,150	5,216,433
Cable TV	2,439,791	2,300,000	2,600,000	2,600,000
Salt River Project Lieu Tax	197,263	202,864	202,864	202,864
Fire Insurance Premium	413,773	334,750	425,000	500,666
Taxes - From Other Agencies				
State Shared Sales Tax	15,853,113	15,414,564	16,214,564	16,538,855
State Revenue Sharing	21,574,128	18,016,757	18,016,757	18,016,757
Auto Lieu Tax	7,984,078	6,940,606	7,690,606	7,844,418
Licenses, Permits & Fees			-	
Development Permits & Fees	15,423,728	13,500,000	15,000,000	14,250,000
Business Licenses & Fees	1,816,248	1,756,408	1,756,408	1,826,664
Recreation Fees	2,205,283	2,183,009	2,183,009	2,237,584
WestWorld	1,541,298	1,493,500	1,493,500	1,587,537
Fines & Forfeitures				
Court Fines	4,150,871	3,713,666	3,375,916	3,916,833
Parking Fines	213,614	142,093	121,793	209,015
Photo Radar Revenue	764,760	1,079,896	937,946	1,117,908
Library Fines	404,760	454,573	404,573	404,573
Interest Earnings/Property Rental				
Interest Earnings	1,655,503	750,000	1,500,000	1,575,000
Property Rental	2,529,464	3,280,000	3,000,000	3,370,000
Other Revenue				
Miscellaneous	1,866,763	1,500,000	1,400,000	1,200,000
TSA/CSA Revenue	-	-	-	1,321,489
Subtotal	188,124,773	179,077,090	186,819,199	193,120,389
Transfers In				
Fleet Management Fund	500,000	-	-	-
Enterprise Fund - Strmwtr Wtr Quality Chrg	-	-	-	612,000
Special Programs Fund (McCormick)	357,260	356,660	356,660	-
Spec Rev - Public Safety Sales Tax (.10%)	-	-	-	3,500,000
In Lieu Prop Tax	2,302,553	2,520,215	2,520,215	2,517,313
Indirect Cost Allocation	8,045,269	8,728,540	8,728,540	8,635,220
Franchise Fee	4,839,604	4,992,003	4,992,003	5,182,326
Aviation Fund - CIP Advances/Security	-	-	259,051	63,587
Water Fund - Security Contract	-	-	-	194,232
Solid Waste Fund - Dntwn Maint Pilot Prog	-	-	-	371,948
Subtotal	16,044,686	16,597,418	16,856,469	21,076,626
Total Revenues & Transfers In	204,169,459	195,674,509	203,675,668	214,197,015
Use of Funds:				
Departments				
General Government				
Mayor & City Council	612,156	734,937	729,661	795,237
City Clerk	632,315	648,932	648,932	669,981
Elections	155,681	279,847	279,847	2,130
City Attorney	4,394,316	4,615,816	4,615,816	5,001,855
City Auditor	642,892	657,261	657,261	680,443

FUND SUMMARIES

Fund Summaries and Five-Year Plan

Proposed FY 2004/05 Budget Fund Summaries General Fund

	Actual 2002/03	Adopted 2003/04	Forecast 2003/04	Proposed 2004/05
<i>City Court</i>	3,780,048	3,779,983	3,779,983	3,958,561
<i>City Manager</i>	709,363	703,190	708,466	767,093
<i>CAPA</i>	1,209,719	1,384,005	1,384,005	1,320,512
<i>IGR</i>	416,283	447,910	447,910	714,783
<i>WestWorld</i>	1,900,213	2,173,217	2,173,217	2,271,167
<i>The Downtown Group</i>	-	-	58,257	3,920,422
<i>Preservation</i>	518,366	708,583	708,680	687,643
General Government Total	14,971,352	16,133,681	16,192,035	20,789,827
Police	51,171,225	54,467,836	54,623,347	57,319,129
Financial Services	7,630,558	7,487,934	7,474,034	7,713,754
Community Services	41,634,874	42,816,213	42,816,213	41,884,654
Information Systems	7,368,891	7,535,706	7,535,706	7,937,856
Fire	17,744,691	19,469,293	19,176,830	20,989,642
Municipal Services	385,331	540,252	540,252	553,273
Citizen & Neighborhood Resources	2,436,132	2,872,198	2,877,518	2,829,902
Human Resources	3,358,059	3,181,535	3,181,535	3,432,695
Economic Vitality	6,262,988	6,513,994	6,563,994	6,280,477
Planning & Development	11,546,365	12,563,814	12,563,717	12,815,207
<i>Estimated Department Expenditure Savings</i>	-	(500,000)	(500,000)	(500,000)
<i>Estimated Vacant Position Savings</i>	-	(500,000)	(1,467,000)	(500,000)
<i>Spec Rev - Public Safety Tax Uses (.10%)</i>	-	-	-	3,500,000
<i>Spec Rev - CIP Public Safety Tax Uses (.10%)</i>	-	-	-	-
<i>Estimated CIP Operating Impacts</i>	-	-	-	-
Subtotal	164,510,466	172,582,456	171,578,181	185,046,416
Debt Service				
MPC Bonds Trf Out	9,611,539	7,371,768	6,413,373	7,347,573
MPC - Hospitality Funds Trf Out	50,000	194,495	-	223,429
Nordstrom Garage Lease	1,612,119	2,160,372	1,890,703	2,115,546
Waterfront Project	-	-	90,450	241,200
Promenade Agreement	883,000	883,000	1,050,000	1,155,000
Hotel Valley Ho	-	-	25,000	210,000
Stacked 40	-	-	-	447,000
All Other Contracts Payable	572,166	872,166	372,166	374,216
Subtotal	12,728,824	11,481,801	9,841,692	12,113,964
Total Operating Budget	177,239,290	184,064,257	181,419,873	197,160,380
Transfers Out				
CIP - General Fund Maintenance	4,781,710	3,525,500	3,525,500	3,702,900
CIP - General Fund - Public Safety	-	-	-	5,800,000
CIP - General Fund - All Other	8,098,600	3,299,800	3,299,800	3,000,000
Other Transfers	141,172	-	-	-
Special Revenue - Preservation Rehab Fund	-	-	-	10,000
Highway User Revenue Fund	10,554,202	3,175,625	3,045,235	3,596,369
Self Insurance Fund	-	750,000	750,000	600,000
Aviation Fund - Jet Fuel Tax	-	-	212,362	106,181
Special Prog Fund - Affdbl Housing Grant Match	100,000	100,000	100,000	100,000
Total Transfers Out	23,675,684	10,850,925	10,932,897	16,915,450
Total Expenditures & Transfers Out	200,914,974	194,915,182	192,352,770	214,075,830
Revenue Over/(Under) Expenditures	3,254,485	759,327	11,322,898	121,185
Ending Fund Balance				
General Fund Reserve	20,225,267	20,803,313	22,512,108	24,201,102
Economic Investment	4,220,550	4,019,205	1,819,205	1,014,884
Operating Contingency	2,500,000	2,500,000	2,300,000	2,500,000
Open Purchase Order Reserve	4,400,000	4,400,000	4,400,000	4,400,000
Unreserved Fund Balance	2,504,772	1,590,181	13,579,916	12,616,427
Total Ending Fund Balance	33,850,589	33,312,700	44,611,229	44,732,414

FIVE-YEAR FINANCIAL PLAN

Fund Summaries and Five-Year Plan

Proposed FY 2004/05 Budget Five Year Financial Plan General Fund

	Proposed 2004/05	Forecast 2005/06	Forecast 2006/07	Forecast 2007/08	Forecast 2008/09
Source of Funds:					
Beginning Fund Balance:					
General Fund Reserve	22,512,108	24,201,102	24,937,794	25,823,661	26,651,639
Economic Investment	1,819,205	1,014,884	1,514,884	855,197	855,197
Operating Contingency	2,300,000	2,500,000	2,500,000	2,500,000	2,500,000
PY Open Purchase Orders	4,400,000	4,400,000	4,400,000	4,400,000	4,400,000
Unreserved Fund Balance	13,579,916	12,616,427	11,433,933	7,963,387	4,630,232
Total Beginning Fund Balance	44,611,229	44,732,414	44,786,610	41,542,246	39,037,069
Revenues:					
Taxes - Local					
Privilege Tax	84,821,709	87,502,110	90,558,565	93,704,139	96,542,048
Property Tax	17,630,083	18,674,566	19,784,981	20,762,840	21,789,028
Transient Occupancy Tax	6,732,000	6,933,960	7,141,979	7,356,238	7,576,925
Light & Power Franchise	5,216,433	5,372,926	5,534,114	5,700,137	5,871,141
Cable TV	2,600,000	2,652,000	2,705,040	2,759,141	2,814,324
Salt River Project Lieu Tax	202,864	202,864	202,864	202,864	202,864
Fire Insurance Premium	500,666	550,732	1,724,972	1,880,220	2,049,440
Taxes - From Other Agencies					
State Shared Sales Tax	16,538,855	16,869,632	16,493,025	16,822,886	17,159,343
State Revenue Sharing	18,016,757	18,196,925	17,392,894	17,566,823	17,742,491
Auto Lieu Tax	7,844,418	8,001,306	8,161,333	8,324,559	8,491,050
Licenses, Permits & Fees					
Development Permits & Fees	14,250,000	13,500,000	13,000,000	12,500,000	12,000,000
Business Licenses & Fees	1,826,664	1,899,730	1,975,720	2,054,748	2,136,938
Recreation Fees	2,237,584	2,282,336	2,327,983	2,374,542	2,422,033
WestWorld	1,587,537	1,603,412	1,619,446	1,635,641	1,651,997
Fines & Forfeitures					
Court Fines	3,916,833	3,995,170	4,075,073	4,156,575	4,239,706
Parking Fines	209,015	213,195	217,459	221,808	226,245
Photo Radar Revenue	1,117,908	1,117,908	1,129,087	1,140,378	1,151,782
Library Fines	404,573	404,573	404,573	404,573	404,573
Interest Earnings/Property Rental					
Interest Earnings	1,575,000	1,575,000	1,575,000	1,575,000	1,575,000
Property Rental	3,370,000	3,431,800	3,494,836	3,559,133	3,624,612
Other Revenue					
Miscellaneous	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000
TSA/CSA Revenue	1,321,489	1,320,830	1,323,005	1,318,380	1,322,555
Subtotal	193,120,389	197,500,977	202,041,949	207,220,624	212,194,096
Transfers In					
Fleet Management Fund	-	-	-	-	-
Enterprise Fund - Strmwtr Wtr Quality Chrg	612,000	630,360	649,271	668,749	688,811
Special Programs Fund (McCormick)	-	-	-	-	-
Spec Rev - Public Safety Sales Tax (.10%)	3,500,000	3,635,000	4,108,150	4,101,345	5,115,481
In Lieu Prop Tax	2,517,313	2,665,589	2,919,707	3,109,488	3,311,605
Indirect Cost Allocation	8,635,220	8,721,572	8,808,788	8,896,876	8,985,845
Franchise Fee	5,182,326	5,312,990	5,461,614	5,674,616	5,895,926
Aviation Fund - CIP Advances/Security	63,587	65,177	66,806	68,476	70,188
Water Fund - Security Contract	194,232	199,088	204,065	209,167	214,396
Solid Waste Fund - Dntwn Maint Pilot Prog	371,948	-	-	-	-
Subtotal	21,076,626	21,229,777	22,218,401	22,728,717	24,282,252
Total Revenues & Transfers In	214,197,015	218,730,754	224,260,350	229,949,341	236,476,348
Use of Funds:					
Departments					
General Government					
Mayor & City Council	795,237	835,364	867,703	898,226	929,680
City Clerk	669,981	707,924	738,358	767,030	796,581
Elections	2,130	282,183	9,238	289,469	16,705
City Attorney	5,001,855	5,324,359	5,579,527	5,818,569	6,065,031
City Auditor	680,443	727,248	763,963	798,234	833,578

FIVE-YEAR FINANCIAL PLAN

Fund Summaries and Five-Year Plan

Proposed FY 2004/05 Budget Five Year Financial Plan General Fund					
	Proposed 2004/05	Forecast 2005/06	Forecast 2006/07	Forecast 2007/08	Forecast 2008/09
City Court	3,958,561	4,197,736	4,388,957	4,568,858	4,754,290
City Manager	767,093	816,423	859,265	899,330	940,644
CAPA	1,320,512	1,399,890	1,463,348	1,523,048	1,584,583
IGR	714,783	554,498	576,966	598,432	620,534
WestWorld	2,271,167	2,357,977	2,431,487	2,502,216	2,575,010
The Downtown Group	3,920,422	4,003,660	4,088,979	4,176,431	4,266,069
Preservation	687,643	722,731	751,786	779,506	808,051
General Government Total	20,789,827	21,929,993	22,519,576	23,619,348	24,190,756
Police	57,319,129	60,299,037	62,695,128	64,954,617	67,283,202
Financial Services	7,713,754	8,199,487	8,583,687	8,943,559	9,314,604
Community Services	41,884,654	43,452,914	45,133,436	46,739,001	48,392,206
Information Systems	7,937,856	8,408,788	8,784,459	9,137,574	9,501,565
Fire	20,989,642	21,873,019	22,722,512	23,578,450	24,461,310
Municipal Services	553,273	589,019	609,207	628,501	648,368
Citizen & Neighborhood Resources	2,829,902	2,991,098	3,120,453	3,242,334	3,367,948
Human Resources	3,432,695	3,632,759	3,793,029	3,943,934	4,099,469
Economic Vitality	6,280,477	6,469,270	6,649,885	6,831,168	7,017,230
Planning & Development	12,815,207	13,584,952	14,196,797	14,771,066	15,363,082
Estimated Department Expenditure Savings	(500,000)	(500,000)	(500,000)	(500,000)	(500,000)
Estimated Vacant Position Savings	(500,000)	(500,000)	(500,000)	(500,000)	(500,000)
Spec Rev - Public Safety Tax Uses (.10%)	3,500,000	3,605,000	3,713,150	3,824,545	3,939,281
Spec Rev - CIP Public Safety Tax Uses (.10%)	-	30,000	395,000	276,800	1,176,200
Estimated CIP Operating Impacts	-	1,226,100	2,192,400	3,980,400	5,196,200
Subtotal	185,046,416	195,291,436	204,108,718	213,471,298	222,951,421
Debt Service					
MPC Bonds Trf Out	7,347,573	3,267,046	3,262,421	5,414,091	5,239,411
MPC - Hospitality Funds Trf Out	223,429	221,688	219,788	222,413	219,913
Nordstrom Garage Lease	2,115,546	2,179,011	2,244,382	2,311,715	2,381,066
Waterfront Project	241,200	444,810	438,944	285,476	293,626
Promenade Agreement	1,155,000	748,353	-	-	-
Hotel Valley Ho	210,000	150,000	160,000	170,000	180,000
Stacked 40	447,000	787,500	827,000	868,000	912,000
All Other Contracts Payable	374,216	872,166	989,436	372,166	457,304
Subtotal	12,113,964	8,670,574	8,141,971	9,643,861	9,683,320
Total Operating Budget	197,160,380	203,962,010	212,250,689	223,115,159	232,634,741
Transfers Out					
CIP - General Fund Maintenance	3,702,900	3,856,500	4,181,700	4,828,900	3,196,300
CIP - General Fund - Public Safety	5,800,000	3,500,000	5,000,000	1,500,000	1,000,000
CIP - General Fund - All Other	3,000,000	3,000,000	2,000,000	2,000,000	2,000,000
Other Transfers	-	-	-	-	-
Special Revenue - Preservation Rehab Fund	10,000	10,000	10,000	10,000	10,000
Highway User Revenue Fund	3,596,369	3,541,866	3,456,144	194,279	115,281
Self Insurance Fund	600,000	600,000	400,000	600,000	600,000
Aviation Fund - Jet Fuel Tax	106,181	106,181	106,181	106,181	106,181
Special Prog Fund - Affdbl Housing Grant Match	100,000	100,000	100,000	100,000	100,000
Total Transfers Out	16,915,450	14,714,547	15,254,025	9,339,360	7,127,762
Total Expenditures & Transfers Out	214,075,830	218,676,557	227,504,714	232,454,518	239,762,502
Revenue Over/(Under) Expenditures	121,185	54,197	(3,244,365)	(2,505,177)	(3,286,154)
Ending Fund Balance					
General Fund Reserve	24,201,102	24,937,794	25,823,661	26,651,639	27,662,101
Economic Investment	1,014,884	1,514,884	855,197	855,197	855,197
Operating Contingency	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000
Open Purchase Order Reserve	4,400,000	4,400,000	4,400,000	4,400,000	4,400,000
Unreserved Fund Balance	12,616,427	11,433,933	7,963,387	4,630,232	333,616
Total Ending Fund Balance	44,732,414	44,786,610	41,542,246	39,037,069	35,750,914

FUND SUMMARIES

Fund Summaries and Five-Year Plan

Proposed FY 2004/05 Budget
Fund Summaries
Special Revenue - Highway User Revenue Fund (HURF)

	Actual 2002/03	Adopted 2003/04	Forecast 2003/04	Proposed 2004/05
Source of Funds:				
Beginning Fund Balance	-	-	-	-
Revenues:				
Highway User Revenue Tax	13,136,860	13,511,606	13,511,606	13,916,954
Local Transportation Assistance Fund	1,146,323	1,146,323	1,146,323	1,146,323
Subtotal	14,283,183	14,657,929	14,657,929	15,063,277
Transfers In				
Transportation Sales Tax Fund (40%)	-	6,208,800	6,071,520	6,265,809
General Fund	10,803,496	3,175,625	3,045,235	3,596,369
Subtotal	10,803,496	9,384,425	9,116,755	9,862,178
Total Revenues & Transfers In	25,086,679	24,042,354	23,774,684	24,925,455
Use of Funds:				
Departments				
Transportation	10,858,049	10,143,267	9,915,146	10,261,984
Municipal Services	11,045,780	10,718,304	10,678,755	11,468,390
Subtotal	21,903,829	20,861,571	20,593,901	21,730,374
Debt Service				
Revenue Bonds	3,109,550	3,107,306	3,107,306	3,120,269
Subtotal	3,109,550	3,107,306	3,107,306	3,120,269
Total Operating Budget	25,013,379	23,968,877	23,701,207	24,850,643
Transfers Out				
CIP Fund (Tech. Replacement)	73,300	73,477	73,477	74,812
Total Transfers Out	73,300	73,477	73,477	74,812
Total Expenditures & Transfers Out	25,086,679	24,042,354	23,774,684	24,925,455
Revenue Over/(Under) Expenditures	-	-	-	-
Ending Fund Balance	-	-	-	-

FIVE-YEAR FINANCIAL PLAN*Fund Summaries and Five-Year Plan*

**Proposed FY 2004/05 Budget
Five Year Financial Plan
Special Revenue - Highway User Revenue Fund (HURF)**

	Proposed 2004/05	Forecast 2005/06	Forecast 2006/07	Forecast 2007/08	Forecast 2008/09
<u>Source of Funds:</u>					
Beginning Fund Balance	-	-	-	-	-
Revenues:					
Highway User Revenue Tax	13,916,954	14,334,463	14,764,497	15,207,432	15,663,654
Local Transportation Assistance Fund	1,146,323	1,146,323	1,146,323	1,146,323	1,146,323
Subtotal	15,063,277	15,480,786	15,910,820	16,353,755	16,809,977
Transfers In					
Transportation Sales Tax Fund (40%)	6,265,809	6,466,315	6,692,636	6,926,878	7,134,684
General Fund	3,596,369	3,541,866	3,456,144	194,279	115,281
Subtotal	9,862,178	10,008,181	10,148,779	7,121,156	7,249,965
Total Revenues & Transfers In	24,925,455	25,488,966	26,059,599	23,474,911	24,059,942
<u>Use of Funds:</u>					
Departments					
Transportation	10,261,984	10,518,534	10,781,497	11,051,034	11,327,310
Municipal Services	11,468,390	11,755,100	12,048,977	12,350,202	12,658,957
Subtotal	21,730,374	22,273,633	22,830,474	23,401,236	23,986,267
Debt Service					
Revenue Bonds	3,120,269	3,142,294	3,155,450	-	-
Subtotal	3,120,269	3,142,294	3,155,450	-	-
Total Operating Budget	24,850,643	25,415,927	25,985,924	23,401,236	23,986,267
Transfers Out					
CIP Fund (Tech. Replacement)	74,812	73,039	73,675	73,675	73,675
Total Transfers Out	74,812	73,039	73,675	73,675	73,675
Total Expenditures & Transfers Out	24,925,455	25,488,966	26,059,599	23,474,911	24,059,942
Revenue Over/(Under) Expenditures	-	-	-	-	-
Ending Fund Balance	-	-	-	-	-

FUND SUMMARIES

Fund Summaries and Five-Year Plan

**Proposed FY 2004/05 Budget
Fund Summaries
Special Revenue - Transportation Privilege Tax Fund (.2%)**

	Actual 2002/03	Adopted 2003/04	Forecast 2003/04	Proposed 2004/05
Beginning Fund Balance	-	-	-	-
Revenues:				
Privilege Tax (0.2%)	15,335,521	15,522,000	15,178,800	15,664,522
Interest Earnings	167,008	510,000	-	-
Subtotal	15,502,529	16,032,000	15,178,800	15,664,522
Total Revenues	15,502,529	16,032,000	15,178,800	15,664,522
<u>Use of Funds:</u>				
Transfers Out				
CIP Fund	15,502,529	9,823,200	9,107,280	9,398,713
Highway User Revenue Fund (40%)	-	6,208,800	6,071,520	6,265,809
Total Transfers Out	15,502,529	16,032,000	15,178,800	15,664,522
Revenue Over/(Under) Expenditures	-	-	-	-
Ending Fund Balance	-	-	-	-

**Proposed FY 2004/05 Budget
Five Year Financial Plan
Special Revenue - Transportation Privilege Tax Fund (.2%)**

	Proposed 2004/05	Forecast 2005/06	Forecast 2006/07	Forecast 2007/08	Forecast 2008/09
Beginning Fund Balance	-	-	-	-	-
Revenues:					
Privilege Tax (0.2%)	15,664,522	16,165,786	16,731,589	17,317,194	17,836,710
Interest Earnings	-	-	-	-	-
Subtotal	15,664,522	16,165,786	16,731,589	17,317,194	17,836,710
Total Revenues	15,664,522	16,165,786	16,731,589	17,317,194	17,836,710
<u>Use of Funds:</u>					
Transfers Out					
CIP Fund	9,398,713	9,699,472	10,038,953	10,390,317	10,702,026
Highway User Revenue Fund (40%)	6,265,809	6,466,315	6,692,636	6,926,878	7,134,684
Total Transfers Out	15,664,522	16,165,786	16,731,589	17,317,194	17,836,710
Revenue Over/(Under) Expenditures	-	-	-	-	-
Ending Fund Balance	-	-	-	-	-

FUND SUMMARIES

Fund Summaries and Five-Year Plan

Proposed FY 2004/05 Budget
Fund Summaries
Special Revenue - 1995 Preservation Privilege Tax Fund (.2%)

	Actual 2002/03	Adopted 2003/04	Forecast 2003/04	Proposed 2004/05
Beginning Fund Balance	20,133,000	19,958,136	19,117,761	19,228,723
Revenues:				
Privilege Tax (0.2%)	15,645,228	16,118,380	15,761,994	16,266,378
Interest Earnings	217,000	510,000	510,000	520,200
Subtotal	15,862,228	16,628,380	16,271,994	16,786,578
Total Revenues & Transfers In	15,862,228	16,628,380	16,271,994	16,786,578
Use of Funds:				
Debt Service				
Contractual Debt	956,214	956,583	956,583	955,115
Subtotal	956,214	956,583	956,583	955,115
Total Expenditures	956,214	956,583	956,583	955,115
Transfers Out				
Debt Service Fund (Preserve GO Bonds)	15,920,876	16,401,210	9,222,115	13,113,344
Debt Service Fund (Preserve Revenue Bonds)	-	-	6,863,722	6,860,785
Total Transfers Out	15,920,876	16,401,210	16,085,837	19,974,129
Total Expenditures & Transfers Out	16,877,090	17,357,793	17,042,420	20,929,244
Revenue Over/(Under) Expenditures	(1,014,862)	(729,413)	(770,426)	(4,142,666)
Ending Fund Balance	19,118,138	19,228,723	18,347,335	15,086,057

FIVE-YEAR FINANCIAL PLAN*Fund Summaries and Five-Year Plan*

**Proposed FY 2004/05 Budget
Five Year Financial Plan
Special Revenue - 1995 Preservation Privilege Tax Fund (.2%)**

	Proposed 2004/05	Forecast 2005/06	Forecast 2006/07	Forecast 2007/08	Forecast 2008/09
Beginning Fund Balance	19,228,723	15,086,057	11,470,420	7,463,359	7,041,001
Revenues:					
Privilege Tax (0.2%)	16,266,378	16,786,902	17,374,443	17,982,549	18,522,025
Interest Earnings	520,200	533,205	549,201	565,677	582,648
Subtotal	16,786,578	17,320,107	17,923,645	18,548,226	19,104,673
 Total Revenues & Transfers In	 16,786,578	 17,320,107	 17,923,645	 18,548,226	 19,104,673
<u>Use of Funds:</u>					
Debt Service					
Contractual Debt	955,115	951,765	952,290	955,780	952,480
Subtotal	955,115	951,765	952,290	955,780	952,480
 Total Expenditures	 955,115	 951,765	 952,290	 955,780	 952,480
Transfers Out					
Debt Service Fund (Preserve GO Bonds)	13,113,344	13,143,607	14,140,369	11,194,282	11,161,407
Debt Service Fund (Preserve Revenue Bonds)	6,860,785	6,840,372	6,838,047	6,820,522	6,800,422
Total Transfers Out	19,974,129	19,983,979	20,978,416	18,014,804	17,961,829
 Total Expenditures & Transfers Out	 20,929,244	 20,935,744	 21,930,706	 18,970,584	 18,914,309
 Revenue Over/(Under) Expenditures	 (4,142,666)	 (3,615,637)	 (4,007,061)	 (422,358)	 190,364
 Ending Fund Balance	 15,086,057	 11,470,420	 7,463,359	 7,041,001	 7,231,365

FUND SUMMARIES

Fund Summaries and Five-Year Plan

Proposed FY 2004/05 Budget
Fund Summaries
Special Revenue - 2004 Preservation Privilege Tax Fund (.15%)

	Actual 2002/03	Adopted 2003/04	Forecast 2003/04	Proposed 2004/05
Beginning Fund Balance	-	-	-	-
Revenues:				
Privilege Tax (0.15%)	-	-	-	11,662,984
Subtotal	-	-	-	11,662,984
Transfers In				
Total Revenues & Transfers In	-	-	-	11,662,984
Use of Funds:				
Debt Service				
Contractual Debt	-	-	-	-
Subtotal	-	-	-	-
Total Expenditures	-	-	-	-
Transfers Out				
Total Transfers Out	-	-	-	-
Total Expenditures & Transfers Out	-	-	-	-
Revenue Over/(Under) Expenditures	-	-	-	11,662,984
Ending Fund Balance	-	-	-	11,662,984

FIVE-YEAR FINANCIAL PLAN*Fund Summaries and Five-Year Plan*

**Proposed FY 2004/05 Budget
Five Year Financial Plan
Special Revenue - 2004 Preservation Privilege Tax Fund (.15%)**

	Proposed 2004/05	Forecast 2005/06	Forecast 2006/07	Forecast 2007/08	Forecast 2008/09
Beginning Fund Balance	-	11,662,984	24,793,385	38,383,349	52,448,962
Revenues:					
Privilege Tax (0.15%)	11,662,984	13,130,400	13,589,964	14,065,613	14,487,581
Subtotal	11,662,984	13,130,400	13,589,964	14,065,613	14,487,581
Transfers In					
Total Revenues & Transfers In	11,662,984	13,130,400	13,589,964	14,065,613	14,487,581
<u>Use of Funds:</u>					
Debt Service					
Contractual Debt	-	-	-	-	-
Subtotal	-	-	-	-	-
Total Expenditures	-	-	-	-	-
Transfers Out					
Total Transfers Out	-	-	-	-	-
Total Expenditures & Transfers Out	-	-	-	-	-
Revenue Over/(Under) Expenditures	11,662,984	13,130,400	13,589,964	14,065,613	14,487,581
Ending Fund Balance	11,662,984	24,793,385	38,383,349	52,448,962	66,936,543

FUND SUMMARIES

Fund Summaries and Five-Year Plan

Proposed FY 2004/05 Budget
Fund Summaries
Special Revenue - Public Safety Privilege Tax (.10%)

	Actual 2002/03	Adopted 2003/04	Forecast 2003/04	Proposed 2004/05
Beginning Fund Balance	-	-	-	-
Revenues:				
Privilege Tax (0.10%)	-	-	-	7,775,323
Interest Earnings	-	-	-	75,000
Subtotal	-	-	-	7,850,323
 Total Revenues & Transfers In	-	-	-	7,850,323
 <u>Use of Funds:</u>				
Debt Service				
Contractual Debt	-	-	-	-
Subtotal	-	-	-	-
 Total Expenditures	-	-	-	-
 Transfers Out				
General Fund	-	-	-	3,500,000
Total Transfers Out	-	-	-	3,500,000
 Total Expenditures & Transfers Out	-	-	-	3,500,000
 Revenue Over/(Under) Expenditures	-	-	-	4,350,323
 Ending Fund Balance	-	-	-	4,350,323

FIVE-YEAR FINANCIAL PLAN*Fund Summaries and Five-Year Plan*

**Proposed FY 2004/05 Budget
Five Year Financial Plan
Special Revenue - Public Safety Privilege Tax (.10%)**

	Proposed 2004/05	Forecast 2005/06	Forecast 2006/07	Forecast 2007/08	Forecast 2008/09
Beginning Fund Balance	-	4,350,323	9,543,923	14,570,750	19,921,481
Revenues:					
Privilege Tax (0.10%)	7,775,323	8,753,600	9,059,976	9,377,076	9,658,388
Interest Earnings	75,000	75,000	75,000	75,000	75,000
Subtotal	7,850,323	8,828,600	9,134,976	9,452,076	9,733,388
 Total Revenues & Transfers In	 7,850,323	 8,828,600	 9,134,976	 9,452,076	 9,733,388
 <u>Use of Funds:</u>					
Debt Service					
Contractual Debt	-	-	-	-	-
Subtotal	-	-	-	-	-
 Total Expenditures	-	-	-	-	-
 Transfers Out					
General Fund	3,500,000	3,635,000	4,108,150	4,101,345	5,115,481
Total Transfers Out	3,500,000	3,635,000	4,108,150	4,101,345	5,115,481
 Total Expenditures & Transfers Out	 3,500,000	 3,635,000	 4,108,150	 4,101,345	 5,115,481
 Revenue Over/(Under) Expenditures	 4,350,323	 5,193,600	 5,026,826	 5,350,731	 4,617,907
 Ending Fund Balance	 4,350,323	 9,543,923	 14,570,750	 19,921,481	 24,539,388

FUND SUMMARIES

Fund Summaries and Five-Year Plan

Proposed FY 2004/05 Budget Fund Summaries Special Revenue - Special Programs Fund

	Actual 2002/03	Adopted 2003/04	Forecast 2003/04	Proposed 2004/05
Source of Funds:				
Beginning Fund Balance/Reserve				
Operating Contingency	-	-	250,000	250,000
Reserved	2,550,441	2,200,606	3,918,144	3,095,234
Total Beginning Fund Balance	2,550,441	2,200,606	3,918,144	3,095,234
Revenues:				
Misc Court Revenue	590,999	574,446	635,617	643,562
Misc Human Resources	-	-	-	7,200
Misc Police Revenue	326,201	344,186	344,186	374,785
Misc Community Services Revenue	2,025,556	1,553,000	1,553,000	1,357,237
Misc Citizen and Neighborhood Revenue	903	68,801	68,801	19,692
Misc Planning & Dev. Revenue	20,475	20,000	20,000	20,608
Subtotal	2,964,135	2,560,433	2,621,604	2,423,084
Transfers In				
General Fund - Affordable Housing Grant Match	100,000	100,000	100,000	100,000
CIP - Court Enhancement	31,255	-	-	-
General Fund - Preservation Rehab	-	-	-	10,000
Subtotal	131,255	100,000	100,000	110,000
Total Revenues & Transfers In	3,095,390	2,660,433	2,721,604	2,533,084
Use of Funds:				
Departments				
Court	80,515	290,359	252,612	290,541
Human Resources	-	-	-	7,200
Police	273,906	344,186	344,186	374,785
Community Services	1,157,390	2,352,255	2,352,255	2,658,612
Preservation Rehab	-	-	-	10,000
Citizen and Neighborhood Resources	903	68,801	68,801	19,692
Planning & Development	14,066	20,000	20,000	20,608
Subtotal	1,526,780	3,075,601	3,037,854	3,381,438
Total Operating Budget	1,526,780	3,075,601	3,037,854	3,381,438
Transfers Out				
General Fund (McCormick MPC debt)	357,260	356,660	356,660	-
CIP Fund - Community Svcs (CDBG, Section 8)	-	-	-	2,400
CIP Fund - Police (RICO)	33,071	-	-	68,200
CIP Fund (Court)	70,000	373,500	150,000	543,100
Subtotal	460,331	730,160	506,660	613,700
Total Expenditures & Transfers Out	1,987,111	3,805,761	3,544,514	3,995,138
Revenue Over/(Under) Expenditures	1,108,279	(1,145,328)	(822,910)	(1,462,054)
Ending Fund Balance/Reserve				
Operating Contingency	250,000	250,000	250,000	350,000
Reserved	3,408,720	805,278	3,095,234	1,633,180
Total Ending Fund Balance	3,408,720	805,278	3,095,234	1,633,180

FIVE-YEAR FINANCIAL PLAN

Fund Summaries and Five-Year Plan

Proposed FY 2004/05 Budget Five Year Financial Plan Special Revenue - Special Programs Fund

	Proposed 2004/05	Forecast 2005/06	Forecast 2006/07	Forecast 2007/08	Forecast 2008/09
Source of Funds:					
Beginning Fund Balance/Reserve					
Operating Contingency	250,000	350,000	350,000	350,000	350,000
Reserved	3,095,234	1,633,180	1,405,281	1,859,784	2,314,902
Total Beginning Fund Balance	3,095,234	1,633,180	1,405,281	1,859,784	2,314,902
Revenues:					
Misc Court Revenue	643,562	651,606	659,752	667,999	684,699
Misc Human Resources	7,200	7,380	7,565	7,754	7,947
Misc Police Revenue	374,785	384,155	393,758	403,602	413,693
Misc Community Services Revenue	1,357,237	2,726,877	2,795,004	2,865,034	2,936,610
Misc Citizen and Neighborhood Revenue	19,692	20,184	20,689	21,206	21,736
Misc Planning & Dev. Revenue	20,608	21,123	21,651	22,193	22,747
Subtotal	2,423,084	3,811,326	3,898,419	3,987,788	4,087,433
Transfers In					
General Fund - Affordable Housing Grant Match	100,000	100,000	100,000	100,000	100,000
CIP - Court Enhancement	-	-	-	-	-
General Fund - Preservation Rehab	10,000	10,000	10,000	10,000	10,000
Subtotal	110,000	110,000	110,000	110,000	110,000
Total Revenues & Transfers In	2,533,084	3,921,325	4,008,419	4,097,788	4,197,433
Use of Funds:					
Departments					
Court	290,541	297,805	305,250	312,881	320,703
Human Resources	7,200	7,380	7,565	7,754	7,947
Police	374,785	384,155	393,758	403,602	413,693
Community Services	2,658,612	2,725,077	2,793,204	2,863,034	2,934,610
Preservation Rehab	10,000	10,000	10,000	10,000	10,000
Citizen and Neighborhood Resources	19,692	20,184	20,689	21,206	21,736
Planning & Development	20,608	21,123	21,651	22,193	22,747
Subtotal	3,381,438	3,465,724	3,552,117	3,640,670	3,731,437
Total Operating Budget	3,381,438	3,465,724	3,552,117	3,640,670	3,731,437
Transfers Out					
General Fund (McCormick MPC debt)	-	-	-	-	-
CIP Fund - Community Svcs (CDBG, Section 8)	2,400	1,800	1,800	2,000	2,000
CIP Fund - Police (RICO)	68,200	-	-	-	-
CIP Fund (Court)	543,100	681,700	-	-	-
Subtotal	613,700	683,500	1,800	2,000	2,000
Total Expenditures & Transfers Out	3,995,138	4,149,224	3,553,917	3,642,670	3,733,437
Revenue Over/(Under) Expenditures	(1,462,054)	(227,899)	454,502	455,118	463,996
Ending Fund Balance/Reserve					
Operating Contingency	350,000	350,000	350,000	350,000	350,000
Reserved	1,633,180	1,405,281	1,859,784	2,314,902	2,778,898
Total Ending Fund Balance	1,633,180	1,405,281	1,859,784	2,314,902	2,778,898

FUND SUMMARIES

Fund Summaries and Five-Year Plan

Proposed FY 2004/05 Budget Fund Summaries Debt Service Fund

	Actual 2002/03	Adopted 2003/04	Forecast 2003/04	Proposed 2004/05
<u>Source of Funds:</u>				
Beginning Fund Balance/Reserve	10,213,000	10,797,394	10,533,260	10,533,260
Revenues:				
Property Tax (Secondary)	22,382,000	25,538,638	22,725,137	26,858,978
Special Assessments	2,268,963	2,903,138	2,867,070	2,792,383
Subtotal	24,650,963	28,441,776	25,592,207	29,651,361
Transfers In				
Preservation Sales Tax Fund - GO Bonds	15,920,876	9,537,488	9,222,115	13,113,344
Preservation Sales Tax Fund - Rev Bonds	-	6,863,722	6,863,722	6,860,785
Subtotal	15,920,876	16,401,210	16,085,837	19,974,129
Total Revenues & Transfers In	40,571,840	44,842,986	41,678,044	49,625,490
<u>Use of Funds:</u>				
Debt Service by Type				
General Obligation Bonds	22,382,000	25,538,638	22,725,137	26,858,978
Preserve G. O. Bonds	9,039,954	9,537,488	9,222,115	13,113,344
Special Assessment Bonds	2,268,963	2,903,138	2,867,070	2,792,383
Preserve Revenue Bonds (SPA)	6,880,923	6,863,722	6,863,722	6,860,785
Subtotal	40,571,840	44,842,986	41,678,044	49,625,490
Total Expenditures	40,571,840	44,842,986	41,678,044	49,625,490
Revenue Over/(Under) Expenditures	-	-	-	-
Ending Fund Balance/Reserve	10,213,000	10,797,394	10,533,260	10,533,260

FIVE-YEAR FINANCIAL PLAN*Fund Summaries and Five-Year Plan***Proposed FY 2004/05 Budget
Five Year Financial Plan
Debt Service Fund**

	Proposed 2004/05	Forecast 2005/06	Forecast 2006/07	Forecast 2007/08	Forecast 2008/09
<u>Source of Funds:</u>					
Beginning Fund Balance/Reserve	10,533,260	10,533,260	10,033,260	8,033,260	8,033,260
Revenues:					
Property Tax (Secondary)	26,858,978	29,424,821	31,949,807	35,000,470	36,391,958
Special Assessments	2,792,383	1,126,837	1,086,254	1,047,171	1,008,088
Subtotal	29,651,361	30,551,658	33,036,061	36,047,641	37,400,046
Transfers In					
Preservation Sales Tax Fund - GO Bonds	13,113,344	13,143,607	14,140,369	11,194,282	11,161,407
Preservation Sales Tax Fund - Rev Bond:	6,860,785	6,840,372	6,838,047	6,820,522	6,800,422
Subtotal	19,974,129	19,983,979	20,978,416	18,014,804	17,961,829
Total Revenues & Transfers In	49,625,490	50,535,637	54,014,477	54,062,445	55,361,875
<u>Use of Funds:</u>					
Debt Service by Type					
General Obligation Bonds	26,858,978	29,924,821	33,949,807	35,000,470	36,391,958
Preserve G. O. Bonds	13,113,344	13,143,607	14,140,369	11,194,282	11,161,407
Special Assessment Bonds	2,792,383	1,126,837	1,086,254	1,047,171	1,008,088
Preserve Revenue Bonds (SPA)	6,860,785	6,840,372	6,838,047	6,820,522	6,800,422
Subtotal	49,625,490	51,035,637	56,014,477	54,062,445	55,361,875
Total Expenditures	49,625,490	51,035,637	56,014,477	54,062,445	55,361,875
Revenue Over/(Under) Expenditures	-	(500,000)	(2,000,000)	-	-
Ending Fund Balance/Reserve	10,533,260	10,033,260	8,033,260	8,033,260	8,033,260

FUND SUMMARIES

Fund Summaries and Five-Year Plan

Proposed FY 2004/05 Budget Fund Summaries Enterprise Funds - Water and Sewer

	Actual 2002/03	Adopted 2003/04	Forecast 2003/04	Proposed 2004/05
Source of Funds:				
Beginning Fund Balance				
Operating Reserve	3,000,000	15,362,491	15,362,491	17,601,280
Repair/Replacement Reserve	14,045,440	15,165,507	10,895,357	7,766,783
Special Operations Funds	84,934	1,169,184	7,149,650	6,002,153
Unreserved Fund Balance	-	-	-	-
Total Beginning Fund Balance	17,130,374	31,697,182	33,407,498	31,370,216
Revenues:				
Water Charges	66,696,787	71,448,156	69,448,156	70,838,029
Stormwater Water Quality Chg				612,000
Sewer Charges	25,479,225	25,852,829	25,602,829	26,080,588
Effluent Sales	506,352	385,384	385,384	544,513
Interest Earnings	505,138	2,064,665	2,064,665	4,203,914
Miscellaneous Revenue	7,095,138	1,187,030	1,187,030	2,248,386
Subtotal	100,282,640	100,938,064	98,688,064	104,527,430
Transfers In				
CIP - Development Fees	4,958,281	4,969,869	6,574,700	6,558,100
Subtotal	4,958,281	4,969,869	6,574,700	6,558,100
Total Revenues & Transfers In	105,240,921	105,907,933	105,262,764	111,085,530
Use of Funds:				
Departments				
Financial Services	2,102,626	2,201,589	2,201,589	2,143,854
Water Resources	37,866,858	40,037,239	40,037,239	42,833,310
Estimated Water Dept. Savings	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)
Subtotal	38,969,484	41,238,828	41,238,828	43,977,164
Debt Service				
General Obligation Bonds	5,402,066	5,760,539	5,760,539	5,353,855
Revenue Bonds	4,313,558	6,516,486	6,514,986	6,524,524
MPC Bonds	1,678,225	1,719,700	5,897,874	7,456,913
Subtotal	11,393,849	13,996,725	18,173,399	19,335,292
Total Operating Budget	50,363,333	55,235,553	59,412,227	63,312,456
Transfers Out				
In Lieu Property Tax	2,349,775	2,442,474	2,442,474	2,437,440
Indirect Cost Allocation	5,908,854	6,331,846	6,331,846	6,297,805
Franchise Fee	4,851,050	4,994,903	4,994,903	5,182,326
Gnrl Fund - Strmwtr Wtr Quality Chg	-	-	-	612,000
Gnrl Fund - Security Contract	-	-	-	194,232
CIP Fund	28,906,462	35,359,213	33,050,456	23,986,568
Total Transfers Out	42,016,141	49,128,437	46,819,680	38,710,370
Ending Fund Balance				
Operating Reserve	15,362,491	17,027,046	17,601,280	18,264,557
Repair/Replacement Reserve	15,165,507	16,024,253	7,766,783	16,364,314
Special Operations Fund Balance	304,904	189,826	7,070,292	5,804,048
Unreserved Balance	-	-	-	-
Total Ending Fund Balance	30,832,902	33,241,125	32,438,355	40,432,919

FIVE-YEAR FINANCIAL PLAN

Fund Summaries and Five-Year Plan

Proposed FY 2004/05 Budget Five Year Financial Plan Enterprise Funds - Water and Sewer

	Proposed 2004/05	Forecast 2005/06	Forecast 2006/07	Forecast 2007/08	Forecast 2008/09
Source of Funds:					
Beginning Fund Balance					
Operating Reserve	17,601,280	18,264,557	19,484,090	18,809,541	19,519,994
Repair/Replacement Reserve	7,766,783	16,364,314	18,827,769	21,133,590	21,971,977
Special Operations Funds	6,002,153	5,804,048	5,601,909	5,395,387	5,184,323
Unreserved Fund Balance	-	-	-	-	-
Total Beginning Fund Balance	31,370,216	40,432,919	43,913,768	45,338,518	46,676,294
Revenues:					
Water Charges	70,838,029	73,491,234	76,224,808	79,046,763	81,325,234
Stormwater Water Quality Chg	612,000	630,360	649,271	668,749	688,811
Sewer Charges	26,080,588	27,210,631	28,381,182	29,596,327	30,557,725
Effluent Sales	544,513	558,125	572,079	586,381	601,040
Interest Earnings	4,203,914	2,300,201	1,432,016	1,582,388	1,986,374
Miscellaneous Revenue	2,248,386	2,288,105	2,328,186	2,368,775	2,409,872
Subtotal	104,527,430	106,478,656	109,587,542	113,849,383	117,569,055
Transfers In					
CIP - Development Fees	6,558,100	6,558,500	6,508,700	6,464,300	6,408,900
Subtotal	6,558,100	6,558,500	6,508,700	6,464,300	6,408,900
Total Revenues & Transfers In	111,085,530	113,037,156	116,096,242	120,313,683	123,977,955
Use of Funds:					
Departments					
Financial Services	2,143,854	2,197,450	2,252,387	2,308,696	2,366,414
Water Resources	42,833,310	43,904,143	45,001,746	46,126,790	47,279,960
Estimated Water Dept. Savings	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)
Subtotal	43,977,164	45,101,593	46,254,133	47,435,486	48,646,373
Debt Service					
General Obligation Bonds	5,353,855	6,857,065	-	-	-
Revenue Bonds	6,524,524	6,517,901	6,479,248	6,441,273	6,387,376
MPC Bonds	7,456,913	8,226,322	9,010,167	9,571,494	8,187,821
Subtotal	19,335,292	21,601,288	15,489,415	16,012,767	14,575,197
Total Operating Budget	63,312,456	66,702,881	61,743,548	63,448,253	63,221,570
Transfers Out					
In Lieu Property Tax	2,437,440	2,588,284	2,842,339	3,155,164	3,495,183
Indirect Cost Allocation	6,297,805	6,360,783	6,424,391	6,488,635	6,553,521
Franchise Fee	5,182,326	5,312,990	5,461,614	5,667,027	5,855,452
Gnrl Fund - Strmwtr Wtr Quality Chg	612,000	630,360	649,271	668,749	688,811
Gnrl Fund - Security Contract	194,232	199,088	204,065	209,167	214,396
CIP Fund	23,986,568	27,761,921	37,346,265	39,338,913	42,612,824
Total Transfers Out	38,710,370	42,853,426	52,927,944	55,527,654	59,420,187
Ending Fund Balance					
Operating Reserve	18,264,557	19,484,090	18,809,541	19,519,994	19,854,053
Repair/Replacement Reserve	16,364,314	18,827,769	21,133,590	21,971,977	23,190,866
Special Operations Fund Balance	5,804,048	5,601,909	5,395,387	5,184,323	4,967,573
Unreserved Balance	-	-	-	-	-
Total Ending Fund Balance	40,432,919	43,913,768	45,338,518	46,676,294	48,012,492

FUND SUMMARIES

Fund Summaries and Five-Year Plan

Proposed FY 2004/05 Budget Fund Summaries Enterprise Fund - Solid Waste

	Actual 2002/03	Adopted 2003/04	Forecast 2003/04	Proposed 2004/05
<u>Source of Funds:</u>				
Beginning Fund Balance	2,872,820	4,916,606	3,156,259	4,319,424
Operating Reserve	2,872,820	3,084,266	3,156,259	3,267,368
Unreserved	-	1,832,340	-	1,052,056
Total Beginning Fund Balance	2,872,820	4,916,606	3,156,259	4,319,424
Revenues:				
Refuse Collection Charges	16,250,466	16,177,531	16,177,531	16,722,321
Interest Earnings	41,918	48,700	48,700	40,468
Subtotal	16,292,384	16,226,231	16,226,231	16,762,789
Total Revenues & Transfers In	16,292,384	16,226,231	16,226,231	16,762,789
<u>Use of Funds:</u>				
Departments				
Financial Services	422,484	586,491	586,491	584,966
Municipal Services	11,570,589	12,137,487	12,137,487	12,397,545
Subtotal	11,993,073	12,723,978	12,723,978	12,982,511
Debt Service				
MPC Bonds - Transfer Station	343,993	345,493	345,493	343,243
Subtotal	343,993	345,493	345,493	343,243
Total Operating Budget	12,337,065	13,069,471	13,069,471	13,325,754
Transfers Out				
Indirect Cost Allocation	1,646,760	1,958,092	1,958,092	1,870,230
General Fund - Dntwn Pilot Prog	-	-	-	371,948
Fleet Management Fund	229,505	-	-	-
CIP Fund	18,400	18,500	18,500	279,900
In Lieu Property Tax	16,867	17,003	17,003	16,468
Total Transfers Out	1,911,532	1,993,595	1,993,595	2,538,546
Total Expenditures & Transfers Out	14,248,597	15,063,066	15,063,066	15,864,300
Revenue Over/(Under) Expenditures	2,043,786	1,163,165	1,163,165	898,489
Ending Fund Balance				
Operating Reserve	3,084,266	3,267,368	3,267,368	3,331,439
Unreserved	1,832,340	2,812,403	1,052,056	1,886,474
Total Ending Fund Balance	4,916,606	6,079,771	4,319,424	5,217,913

FIVE-YEAR FINANCIAL PLAN*Fund Summaries and Five-Year Plan*

**Proposed FY 2004/05 Budget
Five Year Financial Plan
Enterprise Fund - Solid Waste**

	Proposed 2004/05	Forecast 2005/06	Forecast 2006/07	Forecast 2007/08	Forecast 2008/09
<u>Source of Funds:</u>					
Beginning Fund Balance	4,319,424	5,217,913	5,873,009	6,190,401	6,928,270
Operating Reserve	3,267,368	3,331,439	3,413,142	3,495,436	3,581,039
Unreserved	1,052,056	1,886,474	2,459,867	2,694,965	3,347,231
Total Beginning Fund Balance	4,319,424	5,217,913	5,873,009	6,190,401	6,928,270
<u>Revenues:</u>					
Refuse Collection Charges	16,722,321	16,995,787	17,401,915	17,911,627	18,556,260
Interest Earnings	40,468	48,165	51,843	51,600	54,036
Subtotal	16,762,789	17,043,952	17,453,758	17,963,227	18,610,296
Total Revenues & Transfers In	16,762,789	17,043,952	17,453,758	17,963,227	18,610,296
<u>Use of Funds:</u>					
Departments					
Financial Services	584,966	599,590	614,580	629,944	645,693
Municipal Services	12,397,545	12,707,484	13,025,171	13,350,800	13,684,570
Subtotal	12,982,511	13,307,074	13,639,751	13,980,744	14,330,263
Debt Service					
MPC Bonds - Transfer Station	343,243	345,493	341,993	343,413	344,400
Subtotal	343,243	345,493	341,993	343,413	344,400
Total Operating Budget	13,325,754	13,652,567	13,981,744	14,324,157	14,674,663
Transfers Out					
Indirect Cost Allocation	1,870,230	1,888,932	1,907,822	1,926,900	1,946,169
General Fund - Dntwn Pilot Prog	371,948	-	-	-	-
Fleet Management Fund	-	366,950	376,124	215,378	220,763
CIP Fund	279,900	464,506	854,800	742,938	4,037,131
In Lieu Property Tax	16,468	15,901	15,877	15,985	16,093
Total Transfers Out	2,538,546	2,736,290	3,154,622	2,901,201	6,220,156
Total Expenditures & Transfers Out	15,864,300	16,388,856	17,136,366	17,225,358	20,894,819
Revenue Over/(Under) Expenditures	898,489	655,096	317,392	737,869	(2,284,523)
Ending Fund Balance					
Operating Reserve	3,331,439	3,413,142	3,495,436	3,581,039	3,668,666
Unreserved	1,886,474	2,459,867	2,694,965	3,347,231	975,081
Total Ending Fund Balance	5,217,913	5,873,009	6,190,401	6,928,270	4,643,747

FUND SUMMARIES

Fund Summaries and Five-Year Plan

Proposed FY 2004/05 Budget Fund Summaries Enterprise Fund - Aviation

	Actual 2002/03	Adopted 2003/04	Forecast 2003/04	Proposed 2004/05
Source of Funds:				
Beginning Fund Balance				
Operating Reserve	-	67,718	-	458,532
Repair and Replacement Reserve	-	-	-	170,636
Unreserved - Operating	-	-	480,533	-
Unreserved - Capital	-	-	(425,553)	-
Total Beginning Fund Balance	-	67,718	54,980	629,168
Revenues:				
Airport	2,423,921	2,852,980	2,852,980	2,852,980
Interest			9,924	24,215
Subtotal	2,423,921	2,852,980	2,862,904	2,877,195
Transfers In				
General Fund Transfer - Jet Fuel	-	-	212,362	106,181
Subtotal	-	-	212,362	106,181
Total Revenues & Transfers In	2,423,921	2,852,980	3,075,266	2,983,376
Use of Funds:				
Departments				
Transportation	1,284,389	1,334,787	1,334,787	1,389,691
Subtotal	1,284,389	1,334,787	1,334,787	1,389,691
Total Operating Budget	1,284,389	1,334,787	1,334,787	1,389,691
Transfers Out				
In Lieu Property Tax	45,972	60,738	60,738	63,405
Indirect Cost Allocation	254,945	190,554	190,554	203,304
Direct Cost Allocation (Fire)	234,715	248,048	248,048	263,881
General Fund - CIP/Security Contract	27,745	-	259,051	63,587
CIP Fund (Tech. Replacement)	-	20,900	20,900	11,000
CIP Fund (Other)	260,400	387,000	387,000	812,900
Total Transfers Out	823,777	907,240	1,166,291	1,418,077
Total Expenditures & Transfers Out	-	2,242,027	2,501,078	2,807,768
Revenue Over/(Under) Expenditures	-	610,953	574,188	175,608
Ending Fund Balance/Reserve				
Operating Reserve	315,755	333,697	458,532	495,967
Repair and Replacement Reserve	-	344,974	170,636	308,809
Unreserved	-	-	-	-
Total Ending Fund Balance	315,755	678,671	629,168	804,776

FIVE-YEAR FINANCIAL PLAN*Fund Summaries and Five-Year Plan*

**Proposed FY 2004/05 Budget
Five Year Financial Plan
Enterprise Fund - Aviation**

	Proposed 2004/05	Forecast 2005/06	Forecast 2006/07	Forecast 2007/08	Forecast 2008/09
<u>Source of Funds:</u>					
Beginning Fund Balance					
Operating Reserve	458,532	495,967	505,718	516,229	527,115
Repair and Replacement Reserve	170,636	308,809	815,903	1,392,770	1,452,385
Unreserved - Operating	-	-	-	-	-
Unreserved - Capital	-	-	-	359,000	690,485
Total Beginning Fund Balance	629,168	804,776	1,321,621	2,267,999	2,669,985
Revenues:					
Airport	2,852,980	2,852,980	2,852,980	2,852,980	2,852,980
Interest	24,215	44,455	71,235	85,085	96,506
Subtotal	2,877,195	2,897,435	2,924,215	2,938,065	2,949,486
Transfers In					
General Fund Transfer - Jet Fuel	106,181	106,181	106,181	106,181	106,181
Subtotal	106,181	106,181	106,181	106,181	106,181
Total Revenues & Transfers In	2,983,376	3,003,616	3,030,396	3,044,246	3,055,667
<u>Use of Funds:</u>					
Departments					
Transportation	1,389,691	1,424,433	1,460,044	1,496,545	1,533,959
Subtotal	1,389,691	1,424,433	1,460,044	1,496,545	1,533,959
Total Operating Budget	1,389,691	1,424,433	1,460,044	1,496,545	1,533,959
Transfers Out					
In Lieu Property Tax	63,405	61,404	61,492	62,097	62,704
Indirect Cost Allocation	203,304	205,337	207,390	209,464	211,559
Direct Cost Allocation (Fire)	263,881	266,520	269,185	271,877	274,596
General Fund - CIP/Security Contract	63,587	65,177	66,806	68,476	70,188
CIP Fund (Tech. Replacement)	11,000	10,400	10,400	10,600	10,600
CIP Fund (Other)	812,900	453,500	8,700	523,200	651,200
Total Transfers Out	1,418,077	1,062,338	623,974	1,145,715	1,280,847
Total Expenditures & Transfers Out	2,807,768	2,486,771	2,084,018	2,642,260	2,814,806
Revenue Over/(Under) Expenditures	175,608	516,845	946,378	401,986	240,861
Ending Fund Balance/Reserve					
Operating Reserve	495,967	505,718	516,229	527,115	538,251
Repair and Replacement Reserve	308,809	815,903	1,392,770	1,452,385	1,560,255
Unreserved	-	-	359,000	690,485	812,340
Total Ending Fund Balance	804,776	1,321,621	2,267,999	2,669,985	2,910,846

FUND SUMMARIES

Fund Summaries and Five-Year Plan

**Proposed FY 2004/05 Budget
Fund Summaries
Internal Service Fund - Fleet Management**

	Actual 2002/03	Adopted 2003/04	Forecast 2003/04	Proposed 2004/05
<u>Source of Funds:</u>				
Beginning Fund Balance/Reserve	8,218,480	5,430,636	8,504,595	9,328,936
Revenues:				
Rates (Acquisition)	4,484,136	4,580,155	4,580,155	4,880,874
Rates (Maintenance & Operation)	5,980,392	6,490,608	6,490,608	6,588,200
Misc Revenue (Surplus Property)	229,052	267,711	193,736	177,218
Interest	339,394	226,277	258,536	389,688
Subtotal	11,032,974	11,564,751	11,523,035	12,035,980
Transfers In				
Solid Waste Fund	229,505	-	-	-
Subtotal	229,505	-	-	-
Total Revenues & Transfers In	11,262,479	11,564,751	11,523,035	12,035,980
<u>Use of Funds:</u>				
Departments				
Municipal Services				
Vehicle Acquisition	3,902,566	3,544,350	3,393,000	3,553,000
Fleet Operations	6,086,919	6,392,302	6,643,114	6,810,697
Subtotal	9,989,484	9,936,652	10,036,114	10,363,697
Total Operating Budget	9,989,484	9,936,652	10,036,114	10,363,697
Transfers Out				
CIP Fund (Tech. Replacement)	547,000	26,600	26,600	27,200
CIP Fund Balance	3,000,000	494,980	635,980	1,614,900
General Fund Balance	513,839	-	-	-
Subtotal	4,060,839	521,580	662,580	1,642,100
Total Expenditures & Transfers Out	14,050,323	10,458,232	10,698,694	12,005,797
Ending Fund Balance/Reserve	5,430,636	6,537,155	9,328,936	9,359,119

FIVE-YEAR FINANCIAL PLAN*Fund Summaries and Five-Year Plan*

**Proposed FY 2004/05 Budget
Five Year Financial Plan
Internal Service Fund - Fleet Management**

	Proposed 2004/05	Forecast 2005/06	Forecast 2006/07	Forecast 2007/08	Forecast 2008/09
<u>Source of Funds:</u>					
Beginning Fund Balance/Reserve	9,328,936	9,359,119	9,323,623	10,685,855	11,883,886
Revenues:					
Rates (Acquisition)	4,880,874	5,063,387	5,299,876	5,490,459	5,635,259
Rates (Maintenance & Operation)	6,588,200	6,907,728	7,071,441	7,239,034	7,410,599
Misc Revenue (Surplus Property)	177,218	177,650	290,498	240,369	250,669
Interest	389,688	495,623	539,723	609,711	672,001
Subtotal	12,035,980	12,644,388	13,201,538	13,579,573	13,968,528
Transfers In					
Solid Waste Fund	-	366,950	376,124	215,378	220,763
Subtotal	-	366,950	376,124	215,378	220,763
Total Revenues & Transfers In	12,035,980	13,011,338	13,577,662	13,794,951	14,189,291
<u>Use of Funds:</u>					
Departments					
Municipal Services					
Vehicle Acquisition	3,553,000	5,809,950	4,807,374	5,013,378	9,461,588
Fleet Operations	6,810,697	7,210,484	7,381,556	7,556,742	7,736,145
Subtotal	10,363,697	13,020,434	12,188,930	12,570,120	17,197,733
Total Operating Budget	10,363,697	13,020,434	12,188,930	12,570,120	17,197,733
Transfers Out					
CIP Fund (Tech. Replacement)	27,200	26,400	26,500	26,800	26,800
CIP Fund Balance	1,614,900	-	-	-	-
General Fund Balance	-	-	-	-	-
Subtotal	1,642,100	26,400	26,500	26,800	26,800
Total Expenditures & Transfers Out	12,005,797	13,046,834	12,215,430	12,596,920	17,224,533
Ending Fund Balance/Reserve	9,359,119	9,323,623	10,685,855	11,883,886	8,848,644

FUND SUMMARIES

Fund Summaries and Five-Year Plan

**Proposed FY 2004/05 Budget
Fund Summaries
Internal Service Fund - Self Insurance**

	Actual 2002/03	Adopted 2003/04	Forecast 2003/04	Proposed 2004/05
<u>Source of Funds:</u>				
Property Casualty Claim Reserve	11,777,018	10,022,976	12,201,068	12,579,102
Group Health Care Claims Reserve	4,272,440	5,179,930	5,179,930	5,436,415
Beginning Fund Balance/Reserve	16,049,458	15,202,906	17,380,998	18,015,517
<u>Revenues:</u>				
Property and Liability	4,100,028	4,100,000	4,100,000	4,100,000
Group Health (ER only) no dental	3,080,081	7,298,223	7,298,223	11,457,962
Dental (ER only)	711,274	613,736	613,736	440,640
Group Health (EE only)	-	-	-	1,049,929
Dental (EE only)	-	-	-	343,615
Unemployment Taxes	152,929	150,000	150,000	36,000
Interest - Property Casualty	345,822	237,866	237,866	312,958
Interest - Group Health Care	137,348	140,000	146,486	129,498
Property Tax (Tort Claims)	648,519	643,931	643,931	390,256
Miscellaneous	398,098	-	55,783	-
Subtotal	9,574,100	13,183,756	13,246,025	18,260,858
<u>Transfers In</u>				
General Fund	-	750,000	750,000	600,000
Total Revenues & Transfers In	9,574,100	13,933,756	13,996,025	18,860,858
<u>Use of Funds:</u>				
<u>Departments</u>				
Financial Services-Operating	2,311,253	2,436,477	2,436,477	2,433,224
Financial Services-Claims	2,585,688	2,800,000	2,800,000	2,800,000
Financial Services-Group Health Claims	3,334,918	7,801,960	7,801,960	10,800,000
Financial Services-Group Health Admin	-	250,000	312,269	704,000
Subtotal Departments	8,231,859	13,288,437	13,350,706	16,737,224
Total Operating Budget	8,231,859	13,288,437	13,350,706	16,737,224
<u>Transfers Out</u>				
General Fund	-	-	-	-
CIP Fund	-	-	-	-
CIP Fund (Tech. Replacement)	10,700	10,800	10,800	11,100
Subtotal	10,700	10,800	10,800	11,100
Total Expenditures & Transfers Out	8,242,559	13,299,237	13,361,506	16,748,324
Revenue Over/(Under) Expenditures	1,331,541	634,519	634,519	2,112,534
<u>Ending Fund Balance/Reserve</u>				
Property Casualty Claim Res	12,201,068	10,407,496	12,579,102	12,069,992
Group Health Care Claims Res	5,179,930	5,429,929	5,436,415	8,058,059
Total Ending Fund Balance	17,380,999	15,837,425	18,015,517	20,128,051

FIVE-YEAR FINANCIAL PLAN

Fund Summaries and Five-Year Plan

Proposed FY 2004/05 Budget Five Year Financial Plan Internal Service Fund - Self Insurance

	Proposed 2004/05	Forecast 2005/06	Forecast 2006/07	Forecast 2007/08	Forecast 2008/09
Source of Funds:					
Property Casualty Claim Reserve	12,579,102	12,069,992	12,091,231	11,976,948	12,026,191
Group Health Care Claims Reserve	5,436,415	8,058,059	8,057,093	8,233,494	8,259,198
Beginning Fund Balance/Reserve	18,015,517	20,128,051	20,148,324	20,210,442	20,285,389
Revenues:					
Property and Liability	4,100,000	5,100,000	5,300,000	5,500,000	5,700,000
Group Health (ER only) no dental	11,457,962	12,750,000	14,100,000	15,100,000	16,950,000
Dental (ER only)	440,640	480,000	480,000	495,000	500,000
Group Health (EE only)	1,049,929	-	-	-	-
Dental (EE only)	343,615	-	-	-	-
Unemployment Taxes	36,000	50,000	55,000	60,000	65,000
Interest - Property Casualty	312,958	316,014	309,597	304,639	302,163
Interest - Group Health Care	129,498	162,269	195,027	197,220	199,747
Property Tax (Tort Claims)	390,256	500,000	550,000	600,000	650,000
Miscellaneous	-	-	-	-	-
Subtotal	18,260,858	19,358,283	20,989,624	22,256,859	24,366,910
Transfers In					
General Fund	600,000	600,000	400,000	600,000	600,000
Total Revenues & Transfers In	18,860,858	19,958,283	21,389,624	22,856,859	24,966,910
Use of Funds:					
Departments					
Financial Services-Operating	2,433,224	2,494,055	2,556,406	2,620,316	2,685,824
Financial Services-Claims	2,800,000	3,250,000	3,350,000	3,550,000	3,650,000
Financial Services-Group Health Claims	10,800,000	13,393,235	14,598,626	15,766,516	16,870,172
Financial Services-Group Health Admin	704,000	790,120	811,874	834,280	857,358
Subtotal Departments	16,737,224	19,927,410	21,316,906	22,771,112	24,063,354
Total Operating Budget	16,737,224	19,927,410	21,316,906	22,771,112	24,063,354
Transfers Out					
General Fund	-	-	-	-	-
CIP Fund	-	-	-	-	-
CIP Fund (Tech. Replacement)	11,100	10,600	10,600	10,800	10,800
Subtotal	11,100	10,600	10,600	10,800	10,800
Total Expenditures & Transfers Out	16,748,324	19,938,010	21,327,506	22,781,912	24,074,154
Revenue Over/(Under) Expenditures	2,112,534	20,273	62,118	74,947	892,756
Ending Fund Balance/Reserve					
Property Casualty Claim Res	12,069,992	12,091,231	11,976,948	12,026,191	12,139,372
Group Health Care Claims Res	8,058,059	8,057,093	8,233,494	8,259,198	9,038,773
Total Ending Fund Balance	20,128,051	20,148,324	20,210,442	20,285,389	21,178,145

FUND SUMMARIES

Fund Summaries and Five-Year Plan

Proposed FY 2004/05 Budget Fund Summaries Trust Funds

	Actual 2002/03	Adopted 2003/04	Forecast 2003/04	Proposed 2004/05
Source of Funds:				
Beginning Fund Balance:				
Street Light Districts	-	-	983,227	983,227
Downtown Enhanced Service District	-	-	45,320	45,320
Mayor's Committee for Employment of the Handicapped	-	-	9,581	9,581
Scottsdale Memorial Hospital Redevelopment	-	-	694,760	694,760
Total Beginning Fund Balance	1,615,152	1,615,152	1,732,888	1,732,888
Revenues:				
Trusts	768,900	1,010,000	-	-
Street Light Districts	500,000	500,000	479,200	514,600
Downtown Enhanced Municipal Services District	-	663,000	535,000	540,700
Mayor's Committee for Employment of the Handicapped	-	-	5,000	10,000
Scottsdale Memorial Hospital Redevelopment	-	-	665,200	435,400
Subtotal	1,268,900	2,173,000	1,684,400	1,500,700
Total Revenues	1,268,900	2,173,000	1,684,400	1,500,700
Use of Funds:				
Expenditures:				
Trusts	768,900	1,010,000	-	-
Street Light Districts	500,000	500,000	479,200	514,600
Downtown Enhanced Municipal Services District	-	663,000	535,000	540,700
Mayor's Committee for Employment of the Handicapped	-	-	5,000	10,000
Scottsdale Memorial Hospital Redevelopment	-	-	665,200	435,400
Subtotal	1,268,900	2,173,000	1,684,400	1,500,700
Total Expenditures	1,268,900	2,173,000	1,684,400	1,500,700
Revenue Over/(Under) Expenditures	-	-	-	-
Ending Fund Balance/Reserve				
Street Light Districts	-	-	983,227	983,227
Downtown Enhanced Municipal Services District	-	-	45,320	45,320
Mayor's Committee for Employment of the Handicapped	-	-	9,581	9,581
Scottsdale Memorial Hospital Redevelopment	-	-	694,760	694,760
Total Ending Fund Balance	1,615,152	1,615,152	1,732,888	1,732,888

FIVE-YEAR FINANCIAL PLAN

Fund Summaries and Five-Year Plan

Proposed FY 2004/05 Budget Five Year Financial Plan Trust Funds

	Proposed 2004/05	Forecast 2005/06	Forecast 2006/07	Forecast 2007/08	Forecast 2008/09
Source of Funds:					
Beginning Fund Balance:					
Street Light Districts	983,227	983,227	983,227	983,227	983,227
Downtown Enhanced Service District	45,320	45,320	45,320	45,320	45,320
Mayor's Committee for Employment of the Handicapped	9,581	9,581	9,581	9,581	9,581
Scottsdale Memorial Hospital Redevelopment	694,760	694,760	694,760	694,760	694,760
Total Beginning Fund Balance	1,732,888	1,732,888	1,732,888	1,732,888	1,732,888
Revenues:					
Trusts	-	-	-	-	-
Street Light Districts	514,600	516,900	516,900	519,400	1,030,000
Downtown Enhanced Municipal Services District	540,700	543,100	548,700	553,500	686,000
Mayor's Committee for Employment of the Handicapped	10,000	10,000	10,000	10,000	10,000
Scottsdale Memorial Hospital Redevelopment	435,400	-	-	-	-
Subtotal	1,500,700	1,070,000	1,075,600	1,082,900	1,726,000
Total Revenues	1,500,700	1,070,000	1,075,600	1,082,900	1,726,000
Use of Funds:					
Expenditures:					
Trusts	-	-	-	-	-
Street Light Districts	514,600	516,900	516,900	519,400	1,030,000
Downtown Enhanced Municipal Services District	540,700	543,100	548,700	553,500	686,000
Mayor's Committee for Employment of the Handicapped	10,000	10,000	10,000	10,000	10,000
Scottsdale Memorial Hospital Redevelopment	435,400	-	-	-	-
Subtotal	1,500,700	1,070,000	1,075,600	1,082,900	1,726,000
Total Expenditures	1,500,700	1,070,000	1,075,600	1,082,900	1,726,000
Revenue Over/(Under) Expenditures	-	-			
Ending Fund Balance/Reserve					
Street Light Districts	983,227	983,227	983,227	983,227	983,227
Downtown Enhanced Municipal Services District	45,320	45,320	45,320	45,320	45,320
Mayor's Committee for Employment of the Handicapped	9,581	9,581	9,581	9,581	9,581
Scottsdale Memorial Hospital Redevelopment	694,760	694,760	694,760	694,760	694,760
Total Ending Fund Balance	1,732,888	1,732,888	1,732,888	1,732,888	1,732,888

FUND SUMMARIES

Fund Summaries and Five-Year Plan

Proposed FY 2004/05 Budget Fund Summaries Capital Improvement Plan

	Actual 2002/03	Adopted 2003/04	Forecast 2003/04	Proposed 2004/05
Source of Funds:				
Beginning Fund Balance	271,432,849	398,378,400	273,675,584	402,148,000
Revenues				
Bonds/Contracts				
General Obligation	-	39,500,000	48,000,000	-
General Obligation Preserve	-	50,000,000	65,400,000	-
Improvement District	-	-	-	-
Municipal Properties Corporation	-	7,100,000	-	25,100,000
Municipal Properties Corporation-Water	-	-	55,000,000	-
Municipal Properties Corporation-Sewer	-	-	20,000,000	-
Pay-As-You-Go				
Water & Sewer Development Fees	25,840,742	13,600,000	-	16,779,500
Extra Capacity Development Fee	-	-	-	-
Grants	-	6,368,700	6,368,700	8,199,900
Other Contributions	-	2,488,300	2,488,300	16,701,000
Interest Earnings	1,843,552	5,063,000	5,063,000	2,758,300
Miscellaneous	3,618,498	958,500	958,500	1,065,400
Subtotal	31,302,792	125,078,500	203,278,500	70,604,100
Transfers In				
From General Fund	13,659,800	6,825,300	6,825,300	12,502,900
From Highway User Fund	73,300	73,500	73,500	74,812
From Special Projects Fund	70,000	373,500	373,500	613,700
From Transportation Privilege (Sales) Tax Fund	14,162,448	9,823,200	9,107,280	9,398,713
From Aviation Fund	260,400	407,900	407,900	823,900
From Water & Sewer Funds	49,603,771	35,359,213	33,050,456	23,986,568
From Solid Waste Fund	801,200	18,500	18,500	279,900
From Internal Service Funds	1,032,300	532,300	532,300	1,653,200
From Grant Fund	1,613,989	-	-	-
Total Transfers In	81,277,208	53,413,413	50,388,736	49,333,693
Total Revenues & Transfers In	112,580,000	178,491,913	253,667,236	119,937,793
Use of Funds:				
Program Expenditures				
Community Facilities	17,360,684	76,087,200	10,128,922	134,225,100
Preservation	17,154,697	70,411,800	15,360,167	108,741,300
Neighborhood Drainage & Flood Control	3,471,927	12,320,500	2,841,211	22,456,800
Improvement Districts	3,655,200	4,750,500	30,731	-
Public Safety	3,323,043	18,581,100	5,615,230	51,194,200
Service Facilities	3,032,470	13,041,000	2,533,347	21,387,800
Transportation	19,718,492	119,959,700	23,446,670	139,285,300
Water Resources	37,662,471	180,426,300	31,231,432	253,037,400
Subtotal	105,378,984	495,578,100	91,187,710	730,327,900
Unexpended at Year End	-	(240,714,200)	-	(501,776,500)
Total Capital Improvement Budget	105,378,984	254,863,900	91,187,710	265,958,800
Transfers Out				
To Water & Sewer Operating Funds	4,958,281	4,969,900	4,969,900	6,558,100
Subtotal	4,958,281	4,969,900	4,969,900	6,558,100
Total Expenditures & Transfers	110,337,265	259,833,800	96,157,610	272,516,900
Ending Fund Balance	\$ 273,675,584	\$ 317,036,513	\$ 431,185,210	\$ 249,568,893

FIVE-YEAR FINANCIAL PLAN

Fund Summaries and Five-Year Plan

Proposed FY 2004/05 Budget Five-Year Financial Plan Capital Improvement Plan (in thousands)					
	Proposed 2004/05	Forecast 2005/06	Forecast 2006/07	Forecast 2007/08	Forecast 2008/09
Source of Funds:					
Beginning Fund Balance *	402,148.0	249,568.9	183,264.9	113,256.7	70,448.5
Revenues					
Bonds/Contracts					
General Obligation	-	67,000.0	35,000.0	14,000.0	19,000.0
Municipal Properties Corporation	25,100.0	28,027.5	-	-	-
Municipal Properties Corporation-Water		18,000.0	-	13,000.0	-
Pay-As-You-Go					
Water & Sewer Development Fees	16,779.5	17,199.0	17,629.0	18,069.7	18,521.4
Extra Capacity Development Fee	-	-	-	-	11,000.0
Grants	8,199.9	4,392.3	4,976.1	180.0	713.0
Other Contributions	16,701.0	6,856.0	1,814.0	150.0	150.0
Interest Earnings	2,758.3	3,075.1	2,954.8	2,820.5	2,362.3
Miscellaneous	1,065.4	150.3	635.3	150.3	0.3
Subtotal	70,604.1	144,700.2	63,009.2	48,370.5	51,747.0
Transfers In					
General Fund	12,502.9	10,356.5	11,181.7	8,328.9	6,196.3
Highway User Fund	74.8	73.0	73.7	73.7	73.7
Special Projects Fund	613.7	683.5	1.8	2.0	2.0
Transportation Privilege Tax Fund	9,398.7	9,699.5	10,039.0	10,390.3	10,702.0
Aviation Fund	823.9	463.9	19.1	533.8	661.8
Water & Sewer Fund	23,986.6	27,761.9	37,346.3	39,338.9	42,612.8
Solid Waste Fund	279.9	81.4	460.2	336.5	3,618.5
Internal Service Funds	1,653.2	37.0	37.1	37.6	37.6
Subtotal	49,333.7	49,156.7	59,158.8	59,041.7	63,904.8
Sub-Total Revenues & Transfers In	119,937.8	193,856.9	122,168.0	107,412.2	115,651.7
Total Sources of Funds	522,085.8	443,425.8	305,432.9	220,668.8	186,100.2
Use of Funds:					
Community Facilities	134,225.1	38,412.9	20,703.6	6,419.7	790.6
Preservation	108,741.3	200.0	2,000.0	-	-
Neighborhood Drainage & Flood Control	22,456.8	16,496.9	6,634.6	150.0	-
Public Safety	51,194.2	14,857.6	979.0	6.5	4,075.1
Service Facilities	21,387.8	5,358.9	12,248.3	5,506.5	8,676.5
Transportation	139,285.3	52,008.3	37,814.7	17,670.0	15,161.0
Water Services	253,037.4	48,255.2	30,657.0	54,921.0	13,588.0
Prior Year Unexpended *	-	464,369.1	386,356.5	311,726.1	252,643.8
Total Capital Improvement Plan Budget	730,327.9	639,958.9	497,393.7	396,399.8	294,935.0
Less: Estimated Inception to Date Expenditures	(265,958.8)	(253,602.4)	(185,667.5)	(143,756.0)	(108,163.6)
Subtotal: Unexpended at Year End	464,369.1	386,356.5	311,726.1	252,643.8	186,771.4
Transfers Out					
To Water/Sewer Operating Funds	6,558.1	6,558.5	6,508.7	6,464.3	6,408.9
Subtotal	6,558.1	6,558.5	6,508.7	6,464.3	6,408.9
Total Use of Funds	272,516.9	260,160.9	192,176.2	150,220.3	114,572.5
Ending Fund Balance	249,568.9	183,264.9	113,256.7	70,448.5	71,527.7

* Prior year unexpended sources and uses of funds are estimated and included in Beginning Fund Balance (Sources) or by program (Uses).

TOTAL APPROPRIATION

Fund Summaries and Five-Year Plan

Proposed FY 2004/05 Budget Total Appropriation by Fund								
	General Fund	Special Revenue	Debt Service	Enterprise	Internal Service	Trust	Capital	Total
Source of Funds:								
Beginning Fund Balance/Reserve	\$ 44,611,229	\$ 22,323,957	\$ 10,533,260	\$ 36,318,808	\$ 27,344,453	\$ 1,732,888	\$402,148,000	\$ 545,012,595
Revenues								
Taxes - Local								
Privilege Tax	84,821,709	-	-	-	-	-	-	84,821,709
Privilege Tax - Transportation	-	15,664,522	-	-	-	-	-	15,664,522
Privilege Tax - Preservation	-	27,929,362	-	-	-	-	-	27,929,362
Privilege Tax - Public Safety	-	7,775,323	-	-	-	-	-	7,775,323
Property Tax	17,630,083	-	26,858,978	-	390,256	-	-	44,879,317
Transient Occupancy Tax	6,732,000	-	-	-	-	-	-	6,732,000
Light & Power Franchise	5,216,433	-	-	-	-	-	-	5,216,433
Cable TV	2,600,000	-	-	-	-	-	-	2,600,000
Salt River Project Lieu Tax	202,864	-	-	-	-	-	-	202,864
Fire Insurance Premium	500,666	-	-	-	-	-	-	500,666
Taxes - From Other Agencies								
State Shared Sales Tax	16,538,855	-	-	-	-	-	-	16,538,855
State Revenue Sharing	18,016,757	-	-	-	-	-	-	18,016,757
Transportation								
Highway User Revenue Tax	-	13,916,954	-	-	-	-	-	13,916,954
Auto Lieu Tax	7,844,418	-	-	-	-	-	-	7,844,418
Local Trans Assistance Fund	-	1,146,323	-	-	-	-	-	1,146,323
Internal Service Charges								
Fleet Management	-	-	-	-	11,469,074	-	-	11,469,074
Self-Insurance	-	-	-	-	17,428,146	-	-	17,428,146
Licenses, Permits & Fees								
Development Permits & Fees	14,250,000	-	-	-	-	-	16,779,500	31,029,500
Business Licenses & Fees	1,826,664	-	-	-	-	-	-	1,826,664
Recreation Fees	2,237,584	-	-	-	-	-	-	2,237,584
WestWorld	1,587,537	-	-	-	-	-	-	1,587,537
Fines & Forfeitures								
Court Fines	3,916,833	-	-	-	-	-	-	3,916,833
Parking Fines	209,015	-	-	-	-	-	-	209,015
Photo Radar	1,117,908	-	-	-	-	-	-	1,117,908
Library Fines & Fees	404,573	-	-	-	-	-	-	404,573
Interest Earnings/Property Rental								
Interest Earnings	1,575,000	595,200	-	4,268,597	832,144	-	2,758,300	10,029,241
Property Rental	3,370,000	-	-	-	-	-	-	3,370,000
Utilities & Enterprises								
Water Charges	-	-	-	73,630,928	-	-	-	73,630,928
Stormwater Water Quality Charge	-	-	-	612,000	-	-	-	612,000
Sewer Charges	-	-	-	26,080,588	-	-	-	26,080,588
Refuse/Recycling	-	-	-	16,722,321	-	-	-	16,722,321
Airport	-	-	-	2,852,980	-	-	-	2,852,980
Other Revenue								
Grant & Trust	-	19,229,833	-	-	-	1,500,700	8,199,900	28,930,433
Improvement District Assessments	-	-	2,792,383	-	-	-	-	2,792,383
Miscellaneous	1,200,000	-	-	-	177,218	-	17,766,400	19,143,618
TSA/CSA Revenue	1,321,489	-	-	-	-	-	-	1,321,489
Special Programs Revenue	-	2,423,084	-	-	-	-	-	2,423,084
Bond Proceeds	-	-	-	-	-	-	25,100,000	25,100,000
CIP Unexpended Prior Year	-	-	-	-	-	-	464,369,100	464,369,100
Less Internal Service Funds Offset	-	-	-	-	(27,467,676)	-	-	(27,467,676)
Subtotal	193,120,389	88,680,601	29,651,361	124,167,414	2,829,162	1,500,700	534,973,200	974,922,826
Transfers In								
Operating Transfers								
From General Fund	-	3,706,369	-	106,181	600,000	-	12,502,900	16,915,450
From Special Revenue Funds	3,500,000	-	19,974,129	-	-	-	10,087,225	33,561,354
From Enterprise Funds	1,241,767	-	-	-	-	-	25,090,368	26,332,135
From Internal Service Funds	-	-	-	-	-	-	1,653,200	1,653,200
From Capital Improvement Fund	-	-	-	6,558,100	-	-	-	6,558,100
Transfers to Gen Fund from Enterprise	-	-	-	-	-	-	-	-
In-Lieu Property Tax	2,517,313	-	-	-	-	-	-	2,517,313
Indirect Cost Allocation	8,635,220	-	-	-	-	-	-	8,635,220
Franchise Fee	5,182,326	-	-	-	-	-	-	5,182,326
Subtotal	21,076,626	3,706,369	19,974,129	6,664,281	600,000	-	49,333,693	101,355,098
Other Activity								
Reserve Appropriations								
Economic Investment	3,860,550	-	-	-	-	-	-	3,860,550
Operating Contingency	2,500,000	1,850,000	-	-	-	250,000	2,500,000	7,100,000
Solid Waste	-	-	-	500,000	-	-	-	500,000
Self-Insurance	-	-	-	-	2,000,000	-	-	2,000,000
Water/Sewer	-	-	-	1,000,000	-	-	-	1,000,000
Carryover/Rebudgets	9,600,000	-	-	3,150,000	2,000,000	-	-	14,750,000
Subtotal	15,960,550	1,850,000	-	4,650,000	4,000,000	250,000	2,500,000	29,210,550
Total Revenues & Transfers In	230,157,565	94,236,970	49,625,490	135,481,695	7,429,162	1,750,700	586,806,893	1,105,488,474

(continued on next page)

TOTAL APPROPRIATION

Fund Summaries and Five-Year Plan

(continued)

Proposed FY 2004/05 Budget Total Appropriation by Fund

	General Fund	Special Revenue	Debt Service	Enterprise	Internal Service	Trust	Capital	Total
Use of Funds:								
Departments								
General Government	20,789,827	300,541	-	-	-	-	-	21,090,368
Police	57,319,129	374,785	-	-	-	-	-	57,693,914
Financial Services	7,713,754	-	-	2,728,820	16,737,224	-	-	27,179,798
Transportation	-	10,261,984	-	1,389,691	-	-	-	11,651,675
Community Services	41,884,654	2,658,612	-	-	-	-	-	44,543,266
Information Systems	7,937,856	-	-	-	-	-	-	7,937,856
Fire	20,989,642	-	-	-	-	-	-	20,989,642
Water Resources	-	-	-	42,833,310	-	-	-	42,833,310
Municipal Services	553,273	11,468,390	-	12,397,545	10,363,697	-	-	34,782,905
Citizen & Neighborhood Resources	2,829,902	19,692	-	-	-	-	-	2,849,594
Human Resources	3,432,695	7,200	-	-	-	-	-	3,439,895
Economic Vitality	6,280,477	-	-	-	-	-	-	6,280,477
Planning & Development Services	12,815,207	20,608	-	-	-	-	-	12,835,815
Estimated Department Savings	(500,000)	-	-	(1,000,000)	-	-	-	(1,500,000)
Estimated Vacant Position Savings	(500,000)	-	-	-	-	-	-	(500,000)
Estimated Public Safety Tax Uses	3,500,000	-	-	-	-	-	-	3,500,000
Less Internal Service Fund Offsets	-	-	-	-	(27,467,676)	-	-	(27,467,676)
Subtotal	185,046,416	25,111,812	-	58,349,366	(366,755)	-	-	268,140,839
Grant and Trust Activity								
Community Dev Block Grants/HOME/Sec 8	-	7,372,542	-	-	-	-	-	7,372,542
Other Federal & State Grants	-	11,857,291	-	-	-	-	-	11,857,291
Trust Funds	-	-	-	-	-	1,500,700	-	1,500,700
Subtotal	-	19,229,833	-	-	-	1,500,700	-	20,730,533
Capital Improvements								
Community Facilities	-	-	-	-	-	-	134,225,100	134,225,100
Preservation	-	-	-	-	-	-	108,741,300	108,741,300
Neighborhood Drainage and Flood Control	-	-	-	-	-	-	22,456,800	22,456,800
Public Safety	-	-	-	-	-	-	51,194,200	51,194,200
Service Facilities	-	-	-	-	-	-	21,387,800	21,387,800
Transportation Improvements	-	-	-	-	-	-	139,285,300	139,285,300
Water and Wastewater	-	-	-	-	-	-	253,037,400	253,037,400
Subtotal	-	-	-	-	-	-	730,327,900	730,327,900
Debt Service								
General Obligation Bonds	-	-	26,858,978	5,353,855	-	-	-	32,212,833
General Obligation Bonds-Preserve	-	-	13,113,344	-	-	-	-	13,113,344
Preserve Authority Revenue Bonds	-	-	6,860,785	-	-	-	-	6,860,785
Revenue Bonds	-	3,120,269	-	6,524,524	-	-	-	9,644,793
MPC Bonds	7,571,002	-	-	7,800,156	-	-	-	15,371,158
Special Assessment Bonds	-	-	2,792,383	-	-	-	-	2,792,383
Contracts	4,542,962	955,115	-	-	-	-	-	5,498,077
Subtotal	12,113,964	4,075,384	49,625,490	19,678,535	-	-	-	85,493,373
Other Activity								
Reserve Appropriations	-	-	-	-	-	-	-	-
Economic Investment	3,860,550	-	-	-	-	-	-	3,860,550
Operating Contingency	2,500,000	1,850,000	-	-	-	250,000	2,500,000	7,100,000
Solid Waste	-	-	-	500,000	-	-	-	500,000
Self-Insurance	-	-	-	-	2,000,000	-	-	2,000,000
Water/Sewer	-	-	-	1,000,000	-	-	-	1,000,000
Carryover/Rebudgets	9,600,000	-	-	3,150,000	2,000,000	-	-	14,750,000
Subtotal	15,960,550	1,850,000	-	4,650,000	4,000,000	250,000	2,500,000	29,210,550
Total Budget	213,120,930	50,267,029	49,625,490	82,677,901	3,633,245	1,750,700	732,827,900	1,133,903,195
Transfers Out								
Capital Improvement Program	12,502,900	10,087,225	-	25,090,368	1,653,200	-	-	49,333,693
Operating Transfers	-	-	-	-	-	-	-	-
To General Fund	-	3,500,000	-	1,241,767	-	-	-	4,741,767
To Special Revenue Fund	3,706,369	-	-	-	-	-	-	3,706,369
To Debt Service Fund	-	19,974,129	-	-	-	-	-	19,974,129
To Internal Service Fund	600,000	-	-	-	-	-	-	600,000
To Enterprise Fund	106,181	-	-	-	-	-	6,558,100	6,664,281
Enterprise Transfers	-	-	-	-	-	-	-	-
In-Lieu Property Tax	-	-	-	2,517,313	-	-	-	2,517,313
Indirect Cost Allocation	-	-	-	8,635,220	-	-	-	8,635,220
Franchise Fee	-	-	-	5,182,326	-	-	-	5,182,326
Subtotal	16,915,450	33,561,354	-	42,666,994	1,653,200	-	6,558,100	101,355,098
Total Expenditures & Transfers Out	230,036,380	83,828,383	49,625,490	125,344,895	5,286,445	1,750,700	739,386,000	1,235,258,293
Revenue Over/(Under) Expenditures	121,185	10,408,587	-	10,136,800	2,142,717	-	(152,579,107)	(129,769,819)
Ending Fund Balance/Reserve	\$ 44,732,414	\$ 32,732,544	\$ 10,533,260	\$ 46,455,608	\$ 29,487,170	\$ 1,732,888	\$249,568,893	\$415,242,776



Legal Compliance and Financial Management

To ensure legal compliance and financial management for the various restricted revenues and program expenditures, the City's accounting and budget structure is segregated into various funds. This approach is unique to the government sector. Fund accounting segregates functions and activities into separate self-balancing funds that are created and maintained for specific purposes; for example, Special Revenue Funds are used to account for the expenditure of restricted revenues, while Enterprise Funds account for self-sustaining "business" related activities for which a fee is charged to cover all costs associated with that business. The General Fund is the City's chief operating fund and is used to account for all financial resources, except those required to be accounted for in another fund.

A detailed overview of the City's budgeted revenues, expenditures, and fund balance by fund is presented in this section.

Fund Accounting - Fund Types

A fund is a grouping of related accounts that is used to maintain control over resources that have been segregated for specific activities or objectives. The City, like other state and local governments, uses fund accounting to ensure and demonstrate compliance with finance-related legal requirements.

The **General Fund** is the primary operating fund of the City. It exists to account for the resources devoted to finance the services traditionally associated with local government. Included in these services are police and fire protection, parks and recreation, planning and economic development, general administration of the City, and any other activity for which a special fund has not been created.

Special Revenue Funds are used to account for the proceeds of specific revenue sources that are legally restricted to expenditures for specified purposes. The City maintains the following seven Special Revenue Funds: Highway User Revenue, Transportation Privilege Tax (.20%), 1995 Preservation Privilege Tax (.20%), 2004 Preservation Privilege Tax (.15%), Public Safety Privilege Tax (.10%), Special Programs, and Grants.

Debt Service Funds are used to account for the accumulation of resources for, and the payment of, general long-term debt principal and interest that are not serviced by the General, Special Revenue, and Enterprise Funds. It does not include contractual obligations accounted for in the individual funds.

Enterprise Funds are used to account for operations, including debt service, that are financed and operated similarly to private businesses - where the intent is the service is self-sufficient, with all costs supported predominantly by user charges. The City maintains three Enterprise Funds to account for Water & Sewer, Solid Waste, and Aviation activities.

Internal Service Funds are used to account for the financing, on a cost-reimbursement basis, of commodities or services provided by one program for the benefit of other programs within the City. The City maintains two Internal Service Funds to account for Fleet and Self-Insurance activities.

Trust Funds are used to administer resources received and held by the City as the trustee or agent for others. Use of these funds facilitates the discharge of responsibility placed upon the City by virtue of law or other similar authority.

Capital Improvement Funds are used to account for financial resources to be used for the acquisition or construction of major capital facilities. The City maintains several Capital Project funds to ensure legal compliance and financial management for various restricted revenues. Examples of restricted revenue funds are:

- **Bond Funds** – are used to account for bond proceeds to be used only for approved bond projects.
- **Transportation Privilege Tax Capital Fund** – are used to account solely for transportation projects.
- **Grant Capital Funds** – are used to account for the proceeds of capital grants.
- **Enterprise Capital Funds** – are used to account for utility rates and development fees for specific projects.
- **Unrestricted General Capital Fund** – are used to account for transfers-in from the General Fund and for any other activity for which a special capital fund has not been created.

The following pages summarize
Scottsdale's Program Budget
Revenues, Expenditures and
Individual Fund Balance/
Reserves by Fund.

See glossary for Expenditure
Type definitions.

General Fund*General Fund***Fund Purpose**

The General Fund exists to account for the activity associated with traditional local government services such as police, fire, parks and recreation, planning and economic development and general City administration. Under Arizona State law, each city and town must maintain a General Fund and a Highway User Revenue Fund (see Special Revenue Fund section). The General Fund is the largest fund and typically the fund of most interest and significance to citizens.

General Fund Revenues and Transfers-In

General Fund resources include both revenues and transfers-in from other fund types such as the Special Revenue, Enterprise and Internal Service Funds. Estimated total revenues and transfers-in for FY 2004/05 increased approximately \$9.1 million (4.5%) from the FY 2003/04 year-end estimate. The increase from the prior year-end estimate is attributable primarily to increases in transaction privilege (sales) taxes \$2.6 million (3.2%), the primary property tax revenue \$1.1 million (6.4%), court fines and forfeitures \$0.8 million (18.2%), TSA/CSA revenue \$1.3 million (100.0%) and special revenue transfer-in from the 2004 public safety sales tax fund of \$3.5 million (100.0%), which is contingent on the May 18th vote to increase the sales tax rate. Also, the state-shared revenues are projected to increase \$0.3 million (.9%), while this is not a large dollar or percentage increase the significance rests in the fact this represents the reversal of a multi-year declining trend in a major funding source. Growth in other revenues such as licenses, permits, fines and fees are expected to be much lower than in recent years and slow revenue growth is anticipated for Arizona and Scottsdale in the future. The development and permit fees are projected to decline \$0.8 million (5.0%) over the very strong FY 2003/04 performance. Revenue and transfers-in determine Scottsdale's capacity to provide program services to our citizens. The major resources, which fund the program operating budget, debt service and capital projects, are identified below.

Local Tax Revenues

Local Tax Revenues of \$117.7 million represent 55.0% of the General Fund total operating resources and are the fund's largest category of revenue source. With the exception of property taxes, these are all "elastic" revenues, meaning they vary directly with the economy – when the economy is good, they increase, as people are spending money and traveling, and during an economic downturn, the opposite is true. Local Taxes Revenues consist of the following:

Transaction Privilege (Sales) Tax represents the General Fund's 1.0 percent share of the City of Scottsdale's 1.4 percent local sales tax. The remaining 0.4 percent of the local sales tax is dedicated 0.2 percent to the Transportation Privilege Tax Fund and 0.2 percent to the 1995 Preservation Privilege Tax Fund (both are Special Revenue Funds). This revenue also includes sales tax application and penalty fees. This revenue is the General Fund's single largest revenue source and the General Fund portion of the tax is used to pay for general governmental operations and the repayment of excise debt. For FY 2004/05 this revenue is forecasted to be \$84.8 million, which is a \$2.6 million, or 3.2% increase over the FY 2003/04 year-end estimate of \$82.2 million. The increase in the general sales tax represents the early stages of a national, state and local economic recovery. However, this slight increase in the sales tax revenues is nowhere near the City's mid to late 1990's

Transaction Privilege (Sales) Tax
Adopted Budget to Actual/Estimate*
 (in millions)

Fiscal Year	Adopted Budget	Actual/Estimate*
2004/05	\$84.8	\$84.8*
2003/04	\$77.4	\$82.2*
2002/03	\$84.0	\$79.7
2001/02	\$79.1	\$80.3

experience, when it saw nine consecutive years double-digit growth in sales tax revenue growth. The tentative nature of the national, state and local economies, slow job growth and unemployment, and the on-going threat of terrorism make it difficult to predict with certainty if the projected improvement is the start of a long-term economic recovery or a short-lived surge.

Primary Property Tax represents the General Fund's portion of the Primary Property Tax which is levied on the assessed value of all property within the City to help pay for City general governmental operation costs. By Arizona State Statute, the primary property levy is limited to a 2 percent increase per year, plus an allowance for annexations and new construction. Another component of the primary property tax accounts for the reimbursement to the City for the cost of liability claim judgments as allowed by State Statute. This component becomes revenue to the City's Self-Insurance Fund and will be discussed more fully in the Internal Service Funds section. Primary property tax accounts for 8.3% of the total projected FY 2004/05 General Fund resources. The FY 2004/05 revenue forecast of \$17.6 million represents an increase of slightly less than \$1.1 million or 6.4% from the FY 2003/04 year-end estimate of \$16.6 million. The increase in revenue is due to an increase in assessed valuations – 6.2% average increase in existing properties and 4.6% from new construction. The primary property tax rate of \$0.45 per \$100 of assessed valuation will result in an annual levy of \$45 for the owner of a home valued at \$100,000.

Transient Occupancy ("bed") Tax comes from Scottsdale collecting a 3 percent Transient Occupancy Tax on hotel and motel room rentals in addition to the sales tax. Currently, one-third of this tax is used to pay for General Fund operations. Per City Ordinance 2049/2702 (amended), the other two-thirds is restricted for use for tourism and hospitality purposes and pays for contracts to increase tourism and debt service for destination attractions. The proposed FY 2004/05 budget recommends the Council consider amending the ordinance and increasing the allocation from 66.7 percent to 80 percent and continue supporting tourism and hospitality development purposes. The remaining 20% would continue to be used pay for General Fund operations. The adopted FY 2004/05 budget of \$6.7 million reflects approximately a \$132,000 or 2.0% increase from the FY 2003/04 year-end estimate of \$6.6 million. The ongoing uncertainty regarding the economic recovery and concerns over acts of terrorism are likely to continue influence business and pleasure travel. Additionally, growing competition with more rooms available at new resorts in neighboring jurisdictions limits the likelihood of significant growth in this revenue in FY 2004/05 and beyond.

Primary Property Tax Adopted Budget to Actual/Estimate* (in millions)		
Fiscal Year	Adopted Budget	Actual/Estimate*
2004/05	\$17.6	\$17.6*
2003/04	\$16.6	\$16.6*
2002/03	\$15.4	\$15.6
2001/02	\$14.3	\$13.7

Transient Occupancy ("bed") Tax Adopted Budget to Actual/Estimate* (in millions)		
Fiscal Year	Adopted Budget	Actual/Estimate*
2004/05	\$6.7	\$6.7*
2003/04	\$6.6	\$6.6*
2002/03	\$7.6	\$6.7
2001/02	\$7.9	\$6.7

Other Taxes — Franchise, In-Lieu Property Tax and Fire Insurance Premium are budgeted at \$8.5 million in FY 2004/05 and include franchise taxes charged on revenues from utility companies and cable companies for use of City right-of-ways, an in-lieu property tax for municipal utilities, and a fire insurance premium tax, which is used to help supplement fire protection service costs. The light and power franchise is projected to increase a very nominal 2.0% or \$0.1 million. The cable TV franchise tax and Salt River Project In Lieu Tax are projected to remain at the FY 2003/04 year-end estimates, which more accurately reflect the actual revenue collection trends. The fire insurance premium revenue is projected to have the greatest percent increase at 17.8% or \$76,000. The increase is driven by increased property insurance rates, which serve as the basis for applying the tax.

Other Taxes Adopted Budget to Actual/Estimate* (in millions)		
Fiscal Year	Adopted Budget	Actual/Estimate*
2004/05	\$8.5	\$8.5*
2003/04	\$8.3	\$8.3*
2002/03	\$8.2	\$8.2
2001/02	\$6.5	\$8.0

State-Shared Tax Revenues

State-Shared Tax Revenues include the state sales tax, income tax collections, and auto lieu tax, which are shared with all cities and towns throughout the state and represent \$42.4 million or 19.8% of the total General Fund resources. The formula for distribution of the sales and income tax revenue is based upon the relation of the City's population to the total state population. The State Department of Revenue collects and distributes funds and provides revenue forecasts to cities and towns for these revenue sources. The auto lieu tax is shared based on the City's population in relation to the total incorporated population of Maricopa County. Scottsdale's portion of the state-shared taxes is expected to increase in FY 2004/05 by nearly \$0.5 million or 1.1% from the FY 2003/04 year-end estimate of \$41.9 million. The slow emerging economic recovery is the main reason for the increase. The projected state-shared revenues do not factor in any reduction that may result from actions of the state legislature. Looking forward, the consensus for the economic growth statewide and the region is slow. Our conservative budget estimates for state-shared revenues project slow to no growth for these revenue sources. State-Shared Revenues consist of the following:

State Sales Tax for FY 2004/05 is expected to be \$16.5 million, which represents an extremely modest increase of \$0.3 million or 2.0% from the FY 2003/04 year-end estimate. Cities and towns share in a portion of the 5 percent sales tax collected by the State – the State retains 50.0%, schools are designated to receive 40.0%, and the remaining 10.0% is allocated to cities and towns based on percentage of population. Our FY 2004/05 forecast and beyond is conservative. Future budget years assume an annual increase of approximately 2.0% over the five-year forecast period. The exception is FY 2006/07, which reflects a decrease resulting for the mid-decade Special Census that will likely have an adverse impact on the City's share, as faster growth cities and towns within the state receive an increased proportion of the overall pool of state-shared revenues.

State Sales Tax Adopted Budget to Actual/Estimate* (in millions)		
Fiscal Year	Adopted Budget	Actual/Estimate*
2004/05	\$16.5	\$16.5*
2003/04	\$15.4	\$16.2*
2002/03	\$15.8	\$15.9
2001/02	\$16.7	\$15.6

State Income Tax budget of \$18.0 million for FY 2004/05 is projected to remain flat with the current year-end estimate. The state-shared income revenue projection is based on conservative estimates, and the expectation any income increases realized by citizens in FY 2004/05 from the emerging economic recovery would not be realized immediately by the City. This is due to the two-year lag between the time citizens earn and report results to the State and then the State submits the actual revenues to cities and towns. Cities and towns in Arizona are prohibited from levying an income tax; however, they are entitled to 15 percent of state income tax collections from two years previous. For example, the revenue distribution for FY 2004/05 will come from the income tax paid in 2002, on income earned in calendar year 2001. Like the State Sale Tax our FY 2004/05 forecast and beyond is conservative. Future budget years assume an annual increase of approximately 1.0% over the five-year forecast period. The exception is FY 2006/07, which again reflects a decrease resulting for the mid-decade Special Census that will likely have an adverse impact on the City's share, as faster growth cities and towns within the state receive an increased proportion of the overall pool of state-shared revenues.

State Income Tax Adopted Budget to Actual/Estimate* (in millions)		
Fiscal Year	Adopted Budget	Actual/Estimate*
2004/05	\$18.0	\$18.0*
2003/04	\$18.0	\$18.0*
2002/03	\$21.1	\$21.6
2001/02	\$20.8	\$21.1

State Auto Lieu Tax is part of the vehicle license fees collected by Maricopa County, but is actually a State revenue source. The City receives its share of the vehicle license tax collection based on its population in relation to the total incorporated population of Maricopa County. The only stipulation on the use of this revenue is that it must be spent on a public purpose. The City has designated these tax proceeds for transportation services. The budget for FY 2004/05 is projected to be \$7.8 million, which represents an increase from the FY 2003/04 year-end estimate of nearly \$0.2 million or 2.0%.

State Auto Lieu Tax Adopted Budget to Actual/Estimate* (in millions)		
Fiscal Year	Adopted Budget	Actual/Estimate*
2004/05	\$7.8	\$7.8*
2003/04	\$6.9	\$7.7*
2002/03	\$6.7	\$8.0
2001/02	\$6.9	\$6.7

Licenses, Permits & Fees Revenues

Licenses, Permits & Fees Revenues include revenue from various business licenses, all fees recovered as a part of the development process, and recreation fees. This category includes building, electrical, mechanical, and plumbing permits, as well as Subdivision, zoning, and plan check fees. Recreation Fees include revenue from the various recreational programs, classes, entry fees, and WestWorld Equestrian Facility event revenue. In accordance with Scottsdale's financial policy, all fees and charges are reviewed annually.

Scottsdale's development activity is slowing as our community is changing from growth oriented to a maturing community focused more on sustaining its high quality of life. New commercial and residential construction activity is expected to continue, but at a slower pace, due to the attractiveness of Scottsdale, the low commercial vacancy rates along with historically low mortgage interest rates. Licenses, Permits & Fees Revenue consist of the following:

Development Permits & Fees in FY 2004/05 are expected to be approximately \$14.3 million, which is nearly a \$0.8 million or 5.0% decline from the FY 2003/04 year-end revenue estimate. Commercial construction is expected to remain steady as a result of the completion of the Pima (101) Freeway, which will spur activity in the Perimeter Center and Horseman's Park areas and the Stack 40 project, as well as continued investment in the Scottsdale Airpark area. The focus on downtown revitalization projects such as Loloma Museum and the Waterfront will continue development activity. Additionally, there exists the possible start of large in-fill projects such as Los Arcos, Northsight, and the former PCS site.

The housing growth that continues to occur will be focused more on the custom home segment with values over \$400,000 while the construction of production homes and multi-family housing will continue to decline as less land is available for their construction. In addition, single-family remodeling and fix-up activity has been increasing at a fast pace and likely will grow more as the housing stock matures and less undeveloped raw land is available.

While the FY 2004/05 development permit revenue forecast is conservative when compared to historical trends, it factors in the complexity and changing nature of the development activity expected throughout the City. These trends are continually monitored in order to make management adjustments during each fiscal year. The FY 2004/05 budget includes no proposed increase in the development fees.

Business Licenses & Fees in FY 2004/05 are budgeted at \$1.8 million, reflecting a nominal increase of 4.0% from the FY 2003/04 year-end estimate. The increase is based on historic growth trends.

Development Permit & Fees Adopted Budget to Actual/Estimate* (in millions)		
Fiscal Year	Adopted Budget	Actual/Estimate*
2004/05	\$14.3	\$14.3*
2003/04	\$13.5	\$15.0*
2002/03	\$15.5	\$15.4
2001/02	\$19.0	\$15.7

Business Licenses & Fees Adopted Budget to Actual/Estimate* (in millions)		
Fiscal Year	Adopted Budget	Actual/Estimate*
2004/05	\$1.8	\$1.8*
2003/04	\$1.8	\$1.8*
2002/03	\$1.7	\$1.8
2001/02	\$1.7	\$1.8

GENERAL FUND - REVENUE

Budget by Fund

Recreation Fees are budgeted at \$2.2 million and include revenue from the various recreational programs, classes and entry fees. In accordance with the City's adopted financial policies, recreation fees are reviewed and adjusted annually.

Recreation Fees Adopted Budget to Actual/Estimate* (in millions)		
Fiscal Year	Adopted Budget	Actual/Estimate*
2004/05	\$2.2	\$2.2*
2003/04	\$2.2	\$2.2*
2002/03	\$2.1	\$2.2
2001/02	\$2.1	\$2.0

WestWorld Fees event revenue is expected to be approximately \$1.6 million. In accordance with the City's adopted financial policies, recreation fees are reviewed and adjusted annually.

WestWorld Fees Adopted Budget to Actual/Estimate* (in millions)		
Fiscal Year	Adopted Budget	Actual/Estimate*
2004/05	\$1.6	\$1.6*
2003/04	\$1.5	\$1.5*
2002/03	\$1.3	\$1.5
2001/02	\$1.3	\$1.5

Fines and Forfeiture Revenues

Fines and Forfeiture Revenues includes court, parking, photo radar, and library fines. In the aggregate, the revenue for these items in FY 2004/05 is projected to be \$5.6 million for an increase of approximately \$0.8 million over the prior year. The detail of these revenues is noted below:

Court Fines are conservatively budgeted at \$3.9 million, which reflects a \$0.5 million increase from the FY 2003/04 year-end estimate. The FY 2003/04 year-end forecast includes the negative impacts from the State of Arizona's enacted shared-court collections, which retained 75% of the judicial collections each municipal court received in excess of their FY 2002/03 baseline collections during the fiscal year. The court fine collections were deposited in the State's general fund and were to pay for the costs associated with the State's newly created collection system and enhance city and town court collections. For FY 2004/05, the State legislation repealed the legislation. Therefore, \$0.5 million of the increase in these revenues is attributable to the State Legislature repealing the legislation, and the remaining \$0.3 million of the increase is based modest growth projections.

Court Fines Adopted Budget to Actual/Estimate* (in millions)		
Fiscal Year	Adopted Budget	Actual/Estimate*
2004/05	\$3.9	\$3.9*
2003/04	\$3.7	\$3.4*
2002/03	\$3.5	\$4.2
2001/02	\$3.8	\$3.4

GENERAL FUND - REVENUE

Budget by Fund

Parking Fines are conservatively budgeted at slightly more than \$0.2 million for FY 2004/05, which is approximately \$87,000 more than the FY 2003/04 year-end estimate.

Parking Fines Adopted Budget to Actual/Estimate* (in millions)		
Fiscal Year	Adopted Budget	Actual/Estimate*
2004/05	\$0.2	\$0.2*
2003/04	\$0.1	\$0.1*
2002/03	\$0.1	\$0.2
2001/02	\$0.2	\$0.1

Photo Radar Fines are budgeted at approximately \$1.1 million for FY 2004/05, which represents an increase of approximately \$0.2 million over the FY 2003/04 year-end estimate. The current photo radar contract was awarded during the summer of 2003 and included more red-light cameras, capable of detecting both red light running and a vehicle's speed. The camera were installed during FY 2003/04. Having the cameras in place for the full fiscal year should contribute to an increase in revenue in FY 2004/05. However, the use of photo radar is intended as a deterrent to unsafe driving, not as a revenue producer.

Photo Radar Fines Adopted Budget to Actual/Estimate* (in millions)		
Fiscal Year	Adopted Budget	Actual/Estimate*
2004/05	\$1.1	\$1.1*
2003/04	\$1.1	\$0.9*
2002/03	\$1.1	\$0.8
2001/02	\$1.5	\$0.8

Library Fines are expended to remain flat with the FY 2003/04 year-end estimate of approximately \$0.4 million for FY 2004/05. In accordance with the City's adopted financial policies, the library fines are reviewed and adjusted annually, if necessary. No increase in fines is proposed for FY 2004/05.

Library Fines Adopted Budget to Actual/Estimate* (in millions)		
Fiscal Year	Adopted Budget	Actual/Estimate*
2004/05	\$0.4	\$0.4*
2003/04	\$0.4	\$0.4*
2002/03	\$0.4	\$0.4
2001/02	\$0.4	\$0.4

Interest Earnings

Interest Earnings are generated on idle General Fund cash balance throughout the year. Interest revenue is expected to be approximately \$1.6 million for an increase of less than \$0.1 million over the FY 2003/04 year-end estimate of \$1.5 million. This revenue is a function of the relationship between the City's available cash balance and the interest rate. The City earns interest on idle funds through various investment vehicles in accordance with Arizona Revised Statutes and City Ordinance. The City's investment policy stresses safety above yield and allows investments in U.S. Treasury and Agency obligations, certificates of deposit, commercial paper, bankers' acceptances, repurchase agreements, money market funds, and the State of Arizona's Local Government Investment Pool. Interest earnings applicable to bond proceeds and the Capital Improvement Plan (CIP) accrue to the CIP budget and are not included in General Fund revenues.

Interest Earnings Revenues Adopted Budget to Actual/Estimate* (in millions)		
Fiscal Year	Adopted Budget	Actual/Estimate*
2004/05	\$1.6	\$1.6*
2003/04	\$0.8	\$1.5*
2002/03	\$3.3	\$1.7
2001/02	\$6.3	\$4.0

Property Rental Revenue

Property Rental Revenues are rental fees on facilities such as the Scottsdale Stadium, as well as amounts received from the Tournament Players Club and Princess Hotel for percent of revenue on gross sales agreements. The projected FY 2004/05 revenues of \$3.4 million represent a \$0.4 million increase in Property Rental revenue over the FY 2003/04 year-end estimate. The increase is attributable to a combination of scheduled increases in rental payments of \$0.3 million, plus the Thunderbird's \$80,000 contribution, which was waived in FY 2003/04 under the terms of the lease agreement.

Property Rental Revenues Adopted Budget to Actual/Estimate* (in millions)		
Fiscal Year	Adopted Budget	Actual/Estimate*
2004/05	\$3.4	\$3.4*
2003/04	\$3.3	\$3.0*
2002/03	\$3.4	\$2.5
2001/02	\$3.0	\$2.5

Other Revenue

Other Revenue is projected to increase by \$1.1 million in FY 2004/05 over the current year-end estimate. The increase is due to the City receiving its first contributions from the Tourism Sports Authority and County Sports Authority (TSA and CSA) for the repayment of the Giants professional baseball practice facility.

Miscellaneous revenue is projected to be \$1.2 million for FY 2004/05, which includes various miscellaneous revenues the City receives during any given year that are not attributable to one of the specific revenue categories noted above. The revenue is expected to decline \$0.2 million from the FY 2003/04 year-end estimate of \$1.4 million. The decline reflects a combination of more accurately reflecting the actual revenue collection trends and improvements to the reporting and recording of revenues in the accounting system.

Tourism Sports Authority and County Sports Authority (TSA and CSA) revenue is projected to be \$1.3 million in FY 2004/05. The City's first contributions from both the TSA and CSA and the proceeds will be used to pay for \$18.0 million of debt service payments associated with the Giants professional baseball practice facility. It is anticipated the debt will be issues in March of 2005 with the TSA and CSA being responsible for \$12.0 million and \$6.0 million, respectively. Annually, the TSA will pay approximately \$0.9 million and the CSA will pay over \$0.4 million for the debt services repayment.

Other Revenue Adopted Budget to Actual/Estimate* (in millions)		
Fiscal Year	Adopted Budget	Actual/Estimate*
2004/05	\$2.5	\$2.5*
2003/04	\$1.5	\$1.4*
2002/03	\$2.0	\$1.9
2001/02	\$2.0	\$1.1

Transfers-In

Transfers-In essentially represent the reimbursement of cost incurred for services (i.e., utility billing, payroll processing, benefits administration, etc.) provided and paid by the General Fund on behalf of the Special Revenue, Enterprise and Internal Service Funds. The cost of the services provided by the General Fund is allocated annually to these user funds on a rational and equitable basis. The total transfers-in for FY 2004/05 are expected to increase by \$4.2 million over the FY 2003/04 year-end estimate. The main driver in this increase is a contingent \$3.5 million transfer-in from the Special Revenue-Public Safety Privilege Tax.

The proposed General Fund budget includes \$3.5 million of contingent appropriations for public safety and preserve initiatives. The contingent appropriations are included in the event City voters approve the ballot initiative on May 18, 2004, to increase the City's privilege (sales) tax from 1.40 percent to 1.65 percent. (Public Safety .10% and Preserve 15%). If approved, the additional (.10%) public safety privilege taxes would be used to pay for the following: upgrade radio systems, hire additional police officers with focused enforcement in the citizen noted high demand service areas: traffic, driving under the influence, cyber crimes, vice enforcement, photo red light operations, as well as special patrols in city parks and the McDowell Sonoran Preserve. Other public safety services that would be funded from the additional public safety privilege taxes include hiring additional firefighters, code enforcement officers and related public safety capital equipment and facilities. Likewise if the (.15%) preserve privilege tax increase were approved, the proceeds would be used for additional land purchases, trail and other improvements.

General Fund Expenditures By Expenditure Type

The General Fund expenditures are presented by the following five major expenditure categories: personal services, contractual services, commodities, capital outlay and debt service. Additionally, there are transfers-out to other funds.

Personal Services proposed budget of \$120.7 million represents 61.2% of the FY 2004/05 General Fund Operating Budget of \$197.2 million. The proposed FY 2004/05 personal services budget increased \$6.6 million or 5.8% from the FY 2003/04 adopted budget. The proposed budget includes 22.34 new General Fund full-time equivalent (FTEs) staff positions at an estimated total cost of over \$.09 million. The additions include 13.50 new FTEs to support the Fire transition at an estimated cost of slightly over \$0.5 million.

The other 8.84 new FTE's will address ongoing high priority services areas such as code enforcement, downtown, parks and recreation, economic development, and enhanced building security at an estimated cost slightly over \$0.4 million. The 2 proposed code enforcement FTEs would address citizens' increased demand for code enforcement throughout the whole City. The 1 FTE proposed for the recently formed Downtown Group would provide clerical and administrative support for the staff and Executive Director. The proposed 1.84 FTEs for parks and recreation include 1 additional maintenance technician to continue pro-actively handling the growth in facilities square footage. The other .84 FTE in parks is for additional part-time recreation leaders for the Tonalea after school program. The 2 proposed Economic Vitality FTEs would provide increased support for job creation efforts in retail and the biomedical industry and enhance the City's economic development research capability. The budget includes 1 additional K-9 officer and bomb sniffing dog to enhance security in City buildings. Finally, 1 FTE is proposed for the mailroom to handle the increased security and expanded screening of the City's mail.

The personal services costs include a 2.5 percent cost of living pay adjustment equaling \$2.7 million for city personnel. The proposed budget also maintains the City's merit pay program at an estimated cost of \$1.2 million for those employees that have earned the increase through job performance and have not reached the top of their position range. Externally driven cost factors increased the City's contribution to Arizona Public Safety Retirement System for FY 2004/05 by \$0.6 million. Conversely, the City's health care cost containment initiatives started in the current year will yield over \$1.1 million of cost avoidance in the FY 2004/05 budget.

Included within the proposed Personal Services budget amount is \$1.5 million to fund new public safety positions, which are contingent upon the outcome of the public safety privilege sales tax vote on May 18. If the vote is favorable, the positions will be used in FY 2004/05 for the enhanced public services outlined in the public safety strategic plan including increased police enforcement in the following areas: traffic, driving under the influence, cyber crimes, vice enforcement, photo red light operations, as well as fire services. Beyond next fiscal year the public safety privilege taxes would be used to address other public safety strategic plan items such as additional bike units, traffic patrol, park and preserve patrols, and other capital needs.

Personal Services Adopted Budget to Actual/Estimate* (in millions)		
Fiscal Year	Adopted Budget	Actual/Estimate*
2004/05	\$120.7	\$120.7*
2003/04	\$114.0	\$114.0*
2002/03	\$106.2	\$104.4
2001/02	\$100.8	\$96.0

Contractual Services proposed budget of \$57.4 million represents 29.1% of the FY 2004/05 General Fund Operating Budget of \$195.2 million. The FY 2004/05 of \$57.4 million is \$3.8 million or 7.0% more than the FY 2003/04 adopted budget. The increase in Contractual Services is primarily attributable to the combination of three items. The first is a general increase in contractual services costs of approximately \$3.3 million due to inflation and a nominal usage increases.

Second, the proposed Contractual Services budget of \$57.4 million includes \$0.5 million to fund contractual services, which are contingent upon the outcome of the public safety vote on May 18. If the vote is favorable, the positions will be used for the enhanced public services outlined in the public safety strategic plan including increased police enforcement in the following areas: traffic, driving under the influence, cyber crimes, vice enforcement, photo red light operations, as well as fire services. Beyond next fiscal year the public safety privilege taxes would be used to address other public safety strategic plan items such as additional bike units, traffic patrol, park and preserve patrols, and other capital needs.

Commodities proposed budget of \$6.1 million represents 3.1% of the FY 2004/05 General Fund Operating Budget of \$197.2 million. The budget of \$6.1 million is \$1.2 million more than the FY 2003/04 adopted budget. The increase in Commodities is primarily attributable to the combination of two items. The first is a general increase in commodities costs of approximately \$0.4 million due to inflation and a nominal usage increases.

Second, the proposed Commodities budget of \$6.1 million includes \$0.8 million to fund commodities, which are contingent upon the outcome of the public safety vote on May 18. If the vote is favorable, the positions will be used for the enhanced public services outlined in the public safety strategic plan such as traffic enforcement, driving under the influence, cyber crimes, vice enforcement, photo red light operations, and fire services. Beyond next fiscal year the public safety privilege taxes would be used to address other public safety strategic plan items such as additional bike units, traffic patrol, park and preserve patrols, and other capital needs.

The Budget staff continues to review each department's proposed expenditure budget using a zero-based program budget approach. Under this approach, line item-expenditures budgets are carefully evaluated and justified, while providing for required increases that are called for in the current or pending contractual and commodities contracts.

Contractual Services Adopted Budget to Actual/Estimate* (in millions)		
Fiscal Year	Adopted Budget	Actual/Estimate*
2004/05	\$57.4	\$57.4*
2003/04	\$56.0	\$53.7*
2002/03	\$56.6	\$54.2
2001/02	\$56.4	\$54.8

Commodities Adopted Budget to Actual/Estimate* (in millions)		
Fiscal Year	Adopted Budget	Actual/Estimate*
2004/05	\$6.1	\$6.1*
2003/04	\$4.8	\$4.8*
2002/03	\$5.5	\$5.5
2001/02	\$6.4	\$6.4

See glossary for
Expenditure Type
definitions.

GENERAL FUND - EXPENDITURES

Budget by Fund

Capital Outlay proposed budget of \$0.9 million represents 0.5% of the FY 2004/05 General Fund Operating Budget of \$197.2 million. The proposed FY 2004/05 Capital Outlays budget of \$0.9 million includes \$0.7 million to fund capital outlays, which are contingent upon the outcome of the public safety vote on May 18. If the vote is favorable, the positions will be used for the enhanced public services outlined in the public safety strategic plan including increased police enforcement in the following areas: traffic, driving under the influence, cyber crimes, vice enforcement, photo red light operations, as well as fire services. As result of the ongoing zero-based program budget approach, the capital outlays have been included in the budget on a very limited basis. Capital Outlays less than \$25,000 are funded from the Program Operating Budget, while those equal to or greater than \$25,000 are funded from the City's Capital Improvement Plan.

Debt Service budget of \$12.1 million represents 6.1% of the FY 2004/05 General Fund Operating Budget of \$197.2 million. The FY 2004/05 of \$12.1 million is \$0.6 million more than the FY 2003/04 adopted budget.

Contracts payable of \$4.5 million represent debt related to sales tax development agreements such as the Nordstrom Garage Lease, Hotel Valley Ho, Waterfront, Stacked 40 and the Promenade Agreement.

Municipal Property Corporation (MPC) Bonds are issued by the City of Scottsdale Municipal Property Corporation (MPC), a nonprofit corporation, created by the City in 1967 solely for the purpose of constructing, acquiring and equipping buildings, structures or improvements on land owned by the City. The MPC is governed by a Board of Directors appointed by the City Council. The debt incurred by the corporation is a City obligation and the repayment of debt is financed by pledged General Fund excise taxes. The scheduled MPC debt repayment included in the FY 2004/05 budget is \$7.6 million.

Capital Outlay Adopted Budget to Actual/Estimate* (in millions)		
Fiscal Year	Adopted Budget	Actual/Estimate*
2004/05	\$0.9	\$0.9*
2003/04	\$0	\$0*
2002/03	\$0.1	\$0.4
2001/02	\$2.7	\$1.3

Debt Service Adopted Budget to Actual/Estimate* (in millions)		
Fiscal Year	Adopted Budget	Actual/Estimate*
2004/05	\$12.1	\$12.1*
2003/04	\$11.5	\$9.8*
2002/03	\$13.3	\$12.7
2001/02	\$10.5	\$10.3

Transfers-Out in FY 2004/05 total \$16.9 million and includes \$3.7 million and \$3.0 million to the Capital Fund to cover the cost of on-going capital maintenance and to fund current investments in capital projects, respectively. The proposed budget also includes a \$5.8 million transfer-out to cover one-time Fire transition capital costs. These one-time capital costs are necessary in order to transition to a municipal Fire department in July 2005. Additionally, \$3.6 million will be transferred-out to the Highway User Revenue Fund for transportation related operating costs (subsidy), \$0.6 million to the Self-Insurance Fund, \$0.1 million to the Aviation Fund for fuel tax collected and receipted in the General Fund and \$0.1 million to the Special Revenue Fund for the Affordable Housing program grant match.

General Fund Balance/Reserves/Operating Contingency

Fund Balance/Reserves/Operating Contingency protects the City's financial condition and provides for unexpected economic challenges. Growth of fund balance occurs when revenues exceed expenditures. Fund balances are similar to a company's net equity (assets less liabilities) and should only be used for nonrecurring (non-operational) expenditures, since once they are spent they are only replenished by future year resources in excess of expenditures.

The City's budget planning and adopted financial policies call for the establishment of reserves and an operating contingency as part of the resource allocation/limit setting process. This process allows the City to "set aside savings" before it is allocated or spent as budgeted expenditures. The specific make-up of the City's fund balance, reserves and operating contingency are noted below:

General Fund Reserve continues the City's adopted financial policy of setting aside a reserve to protect Scottsdale in times of emergency. This is the City's "savings account," and it is important to note that most of these funds are from "carry over", and once they are spent it will be difficult, if not impossible, to rebuild the reserve. It is financially prudent to have a minimum General Fund Reserve of 10 percent of the General and Highway User Revenue funds total annual operating costs. For FY 2004/05 the General Fund Reserve includes an additional \$2.0 million for potential settlements related to ongoing taxpayer refund audits. Based on the revenue and expenditure estimates included in the proposed budget, the ending FY 2004/05 General Fund Reserve is projected to be \$24.2 million. Maintaining the General Fund Reserve is very important to the municipal credit rating agencies and in retaining the City's triple AAA bond ratings. It should be noted that the revenue sources that help build the General Fund Reserve during good economic times are considered "elastic" and therefore are subject to downturns during recessionary times.

Economic Investment is set aside by the City Council for strategic economic development investments that demonstrate clear returns to the community. The budget includes partial funding in FY 2004/05 (in conjunction with \$223,429 of bed tax contributions) for the \$304,321 initial debt service payment and investment in the Loloma Museum. During FY 2004/05, we anticipate paying out of the Economic Investment an additional \$0.5 million toward the Mayo T-Gen loan and repayments are expected in the following fiscal year. The projected FY 2004/05 ending balance is slightly over \$1.0 million.

Operating Contingency of \$2.5 million is proposed to meet unforeseen expenses during the fiscal year.

Open Purchase Order Reserve the proposed budget anticipates \$4.4 million of purchase orders from FY 2003/04 that will be completed and paid after the June 30 fiscal year-end. This reserve provides a funding source for these year-end carryover budget expenditures.

Unreserved Fund Balance is the remainder after considering all of the other reserves/uses. The ending unreserved fund balance is projected to be nearly \$12.6 million, which represents the cumulative General Fund revenues not designated for a specific purpose. During the FY 2004/05 budget development process, City Council may choose to allocate some or all of these dollars to programs requiring more funding, or allocate it to reserve funds. However, it is critical to note this amount represents an accumulation of one-time revenues and would most appropriately be used for one-time expenditures. Under prudent fiscal management practices this amount should not be used to fund new or expanded programs with ongoing operating expenses. It is anticipated a majority of the funds will originate from the ending FY 2003/04 fund balance. Only \$0.1 million is expected to be added to the Unreserved Fund Balance during FY 2004/05.

Special Revenue Funds

Description

The City uses seven separate Special Revenue Funds to account for the activity of restricted revenues and designated expenditure uses for FY 2004/05. The individual funds are: Highway User Revenue, Transportation Privilege Tax (.20%), 1995 Preservation Privilege Tax (.20%), 2004 Preservation Privilege Tax (.15%), Public Safety Privilege Tax (.10%), Special Programs, and Grants. The applicable specific revenues, expenditures and fund balance of the individual Special Revenue Funds, along with each fund's purpose, are described below:

Highway User Revenue Fund

Fund Purpose

This fund receives and expends the City's allocation of the Arizona Highway User Revenue tax and other transportation related revenues. The amount available to each City is allocated based on population, which is determined by the latest federal census. These monies must be used for street construction, reconstruction, maintenance or transit. The State of Arizona requires the City to establish and maintain a Highway User Revenue Fund.

Highway User Revenue Fund Revenues and Transfers-In

Highway User Revenue Tax ("gas tax") is distributed by the State of Arizona based upon the population of each city and the county of origin for the sales of fuel. The State constitution requires that all highway user revenue be used solely for street, highway or transit purposes. The current gas tax is 18 cents per gallon. The cities share in 27.5 percent of State collected highway user revenues, based half on population and half on the origin of the gas sale. The proposed FY 2004/05 budget of \$13.9 million represents an increase of \$0.4 million or 3.1% from the FY 2003/04 year-end estimate.

Local Transportation Assistance Fund Revenue ("state lottery") is distributed by the State of Arizona based upon population and city and town participation in the lottery. LTAF revenue sharing was capped at a total of \$20.5 million in 1989 by the Arizona state legislature, resulting in no growth in this segment of intergovernmental transportation revenue. The proposed FY 2004/05 budget of \$1.1 million is flat with the FY 2003/04 year-end estimate due to the restrictions noted.

Transfers-In from the Transportation Privilege Tax Fund and the General Fund support the program expenditures Highway User Revenue Fund. The proposed General Fund is budgeted to provide a \$3.6 million subsidy to support the programs of the Highway User Revenue Fund, which corresponds with the total resources needed to balance the budgeted operating and capital expenditures in the Highway User Revenue Fund.

Special Revenue Fund Adopted Budget to Actual/Estimate* (in millions)		
Fiscal Year	Adopted Budget	Actual/Estimate*
2004/05	\$13.9	\$13.9*
2003/04	\$13.5	\$13.5*
2002/03	\$13.1	\$13.4
2001/02	\$13.2	\$12.6

Special Revenue Fund Adopted Budget to Actual/Estimate* (in millions)		
Fiscal Year	Adopted Budget	Actual/Estimate*
2004/05	\$1.1	\$1.1*
2003/04	\$1.1	\$1.1*
2002/03	\$1.1	\$1.1
2001/02	\$1.2	\$1.2

Highway User Revenue Fund Expenditures By Expenditure Type

The Highway User Revenue Fund expenditures are presented by five major expenditure categories: personal services, contractual services, commodities, capital outlay, and debt service plus transfers-out to other funds as noted below:

Personal Services budget of \$4.7 million represents 19.0% of the FY 2004/05 Highway User Revenue Fund Operating Budget of \$24.9 million. The proposed FY 2004/05 personal services budget represents a 6.0% decrease from the FY 2003/04 adopted budget. The budget does not include any additional positions. Any staffing changes/increases to address service demands were accomplished through the redeployment of existing personnel.

Personal Services Adopted Budget to Actual/Estimate* (in millions)		
Fiscal Year	Adopted Budget	Actual/Estimate*
2004/05	\$4.7	\$4.7*
2003/04	\$5.0	\$5.0*
2002/03	\$5.0	\$4.9
2001/02	\$4.8	\$4.5

Contractual Services proposed budget of \$16.5 million represents 66.1% of the FY 2004/05 Highway User Revenue Fund Operating Budget of \$24.9 million. The FY 2004/05 budget of \$16.5 million is \$1.1 million or 7.1% more than the FY 2003/04 adopted budget. The majority of this increase is due to the increase in transit costs and a larger street maintenance program for FY 2004/05.

Contractual Services Adopted Budget to Actual/Estimate* (in millions)		
Fiscal Year	Adopted Budget	Actual/Estimate*
2004/05	\$16.5	\$16.5*
2003/04	\$15.4	\$15.4*
2002/03	\$15.8	\$16.2
2001/02	\$15.6	\$15.1

Commodities proposed budget of \$0.5 million represents 2.0% of the FY 2004/05 General Fund Operating Budget of \$21.7.0 million. The FY 2004/05 budget of \$0.5 million represents no increase from FY 2003/04 commodities budget. The lack of need for an increase is due to the continuing effort by staff toward zero-based program budgeting, whereby line-item expenditure budgets are carefully evaluated and justified.

Commodities Adopted Budget to Actual/Estimate* (in millions)		
Fiscal Year	Adopted Budget	Actual/Estimate*
2004/05	\$0.5	\$0.5*
2003/04	\$0.5	\$0.5*
2002/03	\$0.6	\$0.8
2001/02	\$0.8	\$0.8

See glossary for
Expenditure Type
definitions.

SPECIAL REVENUE FUNDS

Budget by Fund

Capital Outlay proposed budget for FY 2004/05 is zero. As a result of the on-going zero-based program budget approach, no capital outlay was approved for inclusion in the budget.

Capital Outlay Adopted Budget to Actual/Estimate* (in millions)		
Fiscal Year	Adopted Budget	Actual/Estimate*
2004/05	\$0	\$0*
2003/04	\$0	\$0*
2002/03	\$0	\$0.1
2001/02	\$0.2	\$0.1

Debt Service proposed budget of \$3.1 million is equal to the FY 2003/04 budget and represents 12.5% of the Highway User Revenue Fund Operating Budget. The debt consists of payment for the Highway User Revenue Bonds along with the applicable annual fiscal agent fees. The Highway User Revenue Bonds are slated to be fully repaid in FY 2006/07.

Debt Service Adopted Budget to Actual/Estimate* (in millions)		
Fiscal Year	Adopted Budget	Actual/Estimate*
2004/05	\$3.1	\$3.1*
2003/04	\$3.1	\$3.1*
2002/03	\$3.1	\$3.1
2001/02	\$3.1	\$3.1

Transfers-Out to the capital project fund of approximately \$0.1 million is to cover the cost of replacing computer/telephone equipment.

Highway User Revenue Fund Balance

The FY 2004/05 Highway User Revenue Fund ending balance is projected to be zero. The fund does not maintain a fund balance due to its reliance on the General and Transportation Privilege Tax Funds to make up the difference between revenue and expenditures each year.

*Transportation Privilege Tax Fund (.20%)***Fund Purpose**

In 1989, voters approved a Transportation Privilege (Sales) Tax (.20%), which is dedicated to funding transportation improvements. This fund accounts for the activity related to the Transportation Privilege tax. Revenues are transferred to the Highway User Revenue Fund (up to 40.0% of the sales tax revenues) and to Capital Projects to fund transportation related improvements.

Transportation Privilege Tax Fund (.20%) Revenues

Transportation Privilege (Sales) Taxes (.20%) of \$15.7 million represent 100.0% of this fund's budgeted operating revenue. After nearly a decade of double-digit revenue growth, the FY 2004/05 forecasts a modest 3.2% increase. Please note there is a difference of \$0.5 million between the transportation and preservation privilege tax revenue amounts, which is attributable to differences in the taxing provisions for each of the revenues.

Local Privilege Taxes Revenue Adopted Budget to Actual/Estimate* (in millions)		
Fiscal Year	Adopted Budget	Actual/Estimate*
2004/05	\$15.7	\$15.7*
2003/04	\$15.5	\$15.5*
2002/03	\$16.4	\$15.3
2001/02	\$17.0	\$15.6

Interest Earnings are no longer forecast in this fund due to a change in accounting procedure. At the end of the month a journal entry is prepared transferring all revenue collected in this fund to either the Highway User Revenue Fund (capped at 40%) or the transportation capital improvement fund.

Interest Earnings Adopted Budget to Actual/Estimate* (in millions)		
Fiscal Year	Adopted Budget	Actual/Estimate*
2004/05	\$0	\$0*
2003/04	\$0.5	\$0*
2002/03	\$0.5	\$0.2
2001/02	\$0.6	\$0.2

**Transportation Privilege Tax Fund (.20%)
Expenditures By Expenditure Type**

There are no direct operating expenditures in the Transportation Privilege Tax Fund (.20%), only transfers-out to the Highway User Revenue Fund and Capital Projects Fund.

Transfers-Out in FY 2004/05 total \$15.7 million comprised of \$6.3 million to the Highway User Revenue Fund to cover the cost of transportation related operating costs, and \$9.4 million to the capital fund to cover the cost of capital transportation related capital improvements. The \$6.3 million transfer-out to the Highway User Revenue Fund represents a policy change adopted by City Council in FY 2003/04 allowing up to 40.0% of the annual Transportation Privilege (Sales) Tax (.20%) to be used to cover the cost of transportation system improvement operating costs.

Transportation Privilege Tax Fund (.20%) Balance

The FY 2004/05 Transportation Privilege Tax Fund (.20%) ending fund balance is projected to be zero since at year-end any remaining funds are transferred to the Capital Project Fund or Highway User Revenue Fund.

1995 Preservation Privilege Tax Fund (.20%)

Fund Purpose

In 1995, voters approved a 1995 Preservation Privilege (Sales) Tax (.20%), which is dedicated to the purchase of 36,400 acres of land within the McDowell Sonoran Preserve. Revenue collections and contractual debt associated with purchased land are accounted for in this fund. A transfer is made to the Debt Service Fund to pay debt service payments associated with bonds issued for purchases.

1995 Preservation Privilege Tax Fund (.20%) Revenues

1995 Preservation Privilege (Sales) Tax (.20%) of \$16.2 million represents 96.9% of this fund's operating revenue. After nearly a decade of double-digit revenue growth, the FY 2004/05 forecast a modest 3.2% increase. Please note there is a relatively minor difference of \$0.5 million between the transportation and preservation privilege revenue tax amounts, which is attributable to differences in the taxing provisions for each of the revenues.

Interest Revenue is expected to remain flat, with FY 2003/04 year-end estimate of \$0.5 million. This revenue is a function of the relationship between the available cash balance and interest rate. The City earns interest on idle funds through various investments in accordance with Arizona Revised Statutes and City Ordinance. The City's investment policy stresses safety above yield.

Local Privilege Taxes Adopted Budget to Actual/Estimate* (in millions)		
Fiscal Year	Adopted Budget	Actual/Estimate*
2004/05	\$16.2	\$16.2*
2003/04	\$16.1	\$16.1*
2002/03	\$16.6	\$15.6
2001/02	\$17.4	\$15.8

Interest Revenue Adopted Budget to Actual/Estimate* (in millions)		
Fiscal Year	Adopted Budget	Actual/Estimate*
2004/05	\$0.5	\$0.5*
2003/04	\$0.5	\$0.5*
2002/03	\$0.5	\$0.7
2001/02	\$0	\$0.8

1995 Preservation Privilege Tax Fund (.20%) Expenditures By Expenditure Type

There are no direct operating expenditures in the 1995 Preservation Privilege Tax Fund (.20%); however, there are debt service transactions and transfers-out.

Debt Service budget of \$0.9 million is equal to the FY 2003/04 adopted budget and consists of contractual debt for the McDowell Sonoran Preserve.

Debt Service Adopted Budget to Actual/Estimate* (in millions)		
Fiscal Year	Adopted Budget	Actual/Estimate*
2004/05	\$0.9	\$0.9*
2003/04	\$0.9	\$0.9*
2002/03	\$0.9	\$1.0
2001/02	\$0.9	\$0.9

Transfers-Out totaling \$20.0 million to the Debt Service Fund pay debt service on Preservation Bonds. The increase in the transfer-out of \$3.9 million from the FY 2003/04 year-end estimate is directly attributable to the scheduled repayment of debt.

1995 Preservation Privilege Tax Fund (.20%) Balance

The Preservation Privilege Tax Funds are used solely for the acquisition of property within the preserve and payment of debt service on Preserve General Obligation Bonds, Preserve Authority Bonds, and contractual debt. The projected FY 2004/05 ending fund balance equals \$15.1 million, which represents a \$3.3 million decrease from the FY 2003/04 year-end estimate. The fund balance, with annual revenue contributions, is expected to be sufficient to pay for existing debt service. All debt authorized by voters for this fund has been issued.

*2004 Preservation Privilege Tax Fund (.15%)***Fund Purpose**

This potential new fund is contingent upon the outcome of the May 18, 2004 privilege tax ballot initiative to raise additional funds to complete Scottsdale's McDowell Sonoran Preservation efforts. Revenues received by this fund may be used for debt service payments related to preserve acquisition and construction of essential preserve related necessities such as proposed trailheads.

2004 Preservation Privilege Tax Fund (.15%) Revenues

2004 Preservation Privilege (Sales) Tax (.15%) is contingent upon the May 18, 2004 ballot initiative. At this time, the revenue forecast for this potential new fund is expected to equal approximately \$11.7 million. Revenue collections would begin July 1, 2004 and remittance would be received in August 2004; therefore, the revenue forecast for this potential new fund was calculated based on 11 months of cash receipts.

**2004 Preservation Privilege Tax Fund (.15%)
Expenditures By Expenditure Type**

There would be no direct operating expenditures budgeted in the 2004 Preservation Privilege Tax Fund (.15%) for FY 2004/05. If the May 18, 2004 ballot initiative to increase the City's privilege (sales) tax from 1.40 percent to 1.65 percent (Public Safety .10% and Preserve .15%) is approved, the (.15%) additional preserve sale tax revenue would be used for additional land purchases, trails and other improvements.

2004 Preservation Privilege Tax Fund (.15%) Balance

The 2004 Preservation Privilege Tax Fund (.15%) would be used solely for the acquisition of property within the preserve and payment of debt service on Preserve General Obligation Bonds, Preserve Authority Bonds, and contractual debt. The projected FY 2004/05 ending fund balance would be approximately \$11.7 million. Any revenues collected and not transferred in FY 2004/05 would remain in the 2004 Preservation Privilege Tax Fund (.15%) balance and would be used exclusively for future preservation needs.

Local Privilege Taxes Revenue
Adopted Budget to Actual/Estimate*
(in millions)

Fiscal Year	Adopted Budget	Actual/Estimate*
2004/05	\$11.7	\$11.7*
2003/04	-	-
2002/03	-	-
2001/02	-	-

*Public Safety Privilege Tax Fund (.10%)***Fund Purpose**

This potential new fund is contingent upon the outcome of the May 18, 2004 ballot initiative. Revenues received by this fund would be used for enhanced public services outlined in the public safety strategic plan such as traffic enforcement, driving under the influence, cyber crimes, vice enforcement, photo radar enforcement and fire services.

Public Safety Privilege Tax Fund (.10%) Revenues

Public Safety Privilege Tax (.10%) is contingent upon the May 18, 2004 ballot initiative. At this time, the revenue forecast for this potential new fund is expected to equal approximately \$7.9 million. Revenue collections would begin July 1, 2004 and remittance would be received in August 2004; therefore the revenue forecast for this potential new fund was calculated based on 11 months of cash receipts.

Local Privilege Taxes Revenue Adopted Budget to Actual/Estimate* (in millions)		
Fiscal Year	Adopted Budget	Actual/Estimate*
2004/05	\$7.9	\$7.9*
2003/04	-	-
2002/03	-	-
2001/02	-	-

Public Safety Privilege Tax Fund (.10%) Expenditures By Expenditure Type

There would be no direct operating expenditures within the Public Safety Privilege Tax Fund (.10%); however there would be transfers-out to the General Fund to cover the costs of the enhanced public safety service expenditures.

Transfers-Out to the General Fund would be approximately \$3.5 million to cover the costs of 21.0 identified positions, including 13.0 Police Officers, 2.0 Police Sergeants and 2.0 Vice Detectives plus potential additional positions. The funding would also cover the costs of three new intersection detection systems to increase red light and fixed speed photo enforcement. If the May 18, 2004 ballot initiative to increase the City's privilege (sales) tax from 1.40 percent to 1.65 percent (Public Safety .10% and Preserve .15%) is approved, the additional (.10%) public safety privilege taxes would be used to pay for the following: upgrade radio systems, hire additional police officers with focused enforcement in the citizen noted high demand service areas: traffic, driving under the influence, cyber crimes, vice enforcement, photo red light operations, as well as special patrols in city parks and the McDowell Sonoran Preserve. Other public safety services that would be funded from the additional public safety privilege taxes include hiring additional firefighters, code enforcement officers and related public safety capital equipment and facilities. Beyond next fiscal year the additional public safety privilege taxes would be used to address other public safety strategic plan items such as additional bike units, traffic patrol, K-9 officer, park and preserve patrols and other capital needs.

Public Safety Privilege Tax Fund (.10%) Balance

The projected FY 2004/05 ending fund balance would be \$4.4 million. Any revenues collected and not transferred in FY 2004/05 would remain in the Public Safety Privilege Tax Fund (.10%) balance and would be used exclusively for future public safety needs.

Special Programs Fund

Fund Purpose

This fund is used to account for dedicated funding sources and donations earmarked for specific purposes. All revenue not expended in the current fiscal year is carried over to the next fiscal year to continue funding the intended purpose.

Special Programs Fund Revenues

Miscellaneous Court Revenue originates from three sources: Court Enhancement, Judicial Collections Enhancement Fund (JCEF), and Fill the Gap (FTG). The Court Enhancement is established by Scottsdale City Ordinance 2570 section 9-7.2 and provides funding to enhance the technological, operational and security facilities of the Court. JCEF and FTG were established by Arizona Revised Statutes (ARS) 12-116 (A) (B) and Senate Bill (SB) 1013, which provide funding for maintaining and enhancing the Court's ability to collect and manage monies. The FY 2004/05 budget for Miscellaneous Court Revenue equals \$0.6 million.

Miscellaneous Police Revenue includes money from the following five sources: (1) Racketeering Influenced Corrupt Organization (RICO) funds and is only to be used for law enforcement purposes, (2) a Forensic Services Intergovernmental Agreements (IGA) with surrounding communities for full cost recovery of crime laboratory services provided, (3) donations for the Mounted Unit, Family Advocacy Center, (4) drug conviction assessments which may only be used for crime laboratory analysis purposes, and (5) funds for school resource education supplies. The budget for this revenue source is \$0.4 million.

Miscellaneous Community Services Revenue includes donations and contributions that are to be spent for the specific purpose indicated by the donors. Specific purposes include supporting the arts, enhancing parks, libraries and human services, providing memorials, covering the expenses associated with special events, providing funds to community support agencies (Scottsdale Cares), and maintaining and operating the train, carousel and park facilities at the McCormick-Stillman Railroad Park. This revenue also includes McCormick-Stillman Railroad Park revenue generated from the operations of the train and carousel owned by the Scottsdale Railroad and Mechanical Society. The budget for this revenue source is approximately \$1.4 million in FY 2004/05. Current revenues and the planned use of prior year carryover revenues will fund these services.

Miscellaneous Court Revenue Adopted Budget to Actual/Estimate* (in millions)

Fiscal Year	Adopted Budget	Actual/Estimate*
2004/05	\$0.6	\$0.6*
2003/04	\$0.6	\$0.6*
2002/03	\$0.6	\$0.6
2001/02	\$0.5	\$0.5

Miscellaneous Police Revenue Adopted Budget to Actual/Estimate* (in millions)

Fiscal Year	Adopted Budget	Actual/Estimate*
2004/05	\$0.4	\$0.4*
2003/04	\$0.3	\$0.3*
2002/03	\$0.3	\$0.3
2001/02	\$0.4	\$0.5

Miscellaneous Community Services Rev. Adopted Budget to Actual/Estimate* (in millions)

Fiscal Year	Adopted Budget	Actual/Estimate*
2004/05	\$1.4	\$1.4*
2003/04	\$1.6	\$1.6*
2002/03	\$1.5	\$2.0
2001/02	\$2.2	\$1.5

SPECIAL REVENUE FUNDS

Budget by Fund

Miscellaneous Human Resource Services Revenue is generated from corporate sponsorship obtained through community outreach efforts in support of cultural programming, including the Cross-Cultural Communication Series and the Hispanic Heritage Community celebration. In FY 2004/05, it is estimated that approximately \$7,200 will be deposited into this fund.

Miscellaneous Human Resources Revenue Adopted Budget to Actual/Estimate*		
Fiscal Year	Adopted Budget	Actual/Estimate*
2004/05	\$7,200	\$7,200*
2003/04	-	-
2002/03	-	-
2001/02	-	-

Miscellaneous Citizen and Neighborhood Resources Revenue are generated by the City Court deposit of 50.0% of the total amount of fines collected for code enforcement violations. The fines pay for any abatement procedures necessary to clean-up a property. In FY 2004/05, it is estimated the fines deposited into this fund will equal approximately \$19,700.

Miscellaneous Citizen and Neighborhood Resources Revenue Adopted Budget to Actual/Estimate*		
Fiscal Year	Adopted Budget	Actual/Estimate*
2004/05	\$19,700	\$19,700*
2003/04	\$68,000	\$68,000*
2002/03	\$0	\$903
2001/02	\$0	\$0

Miscellaneous Planning and Development Services Revenue originates from the Green Building Program fees. The Green Building Program is a whole-systems approach utilizing design and building techniques to minimize environmental impact and to reduce the energy consumption of a building while contributing to the health of its occupants. The program fees are used to fund promotion, education, and public outreach to pro-actively campaign for environmentally responsible buildings in the City. The budget for this revenue source of \$20,600 is a nominal \$600 increase over the FY 2003/04 year-end estimate.

Miscellaneous Planning and Development Services Revenue Adopted Budget to Actual/Estimate*		
Fiscal Year	Adopted Budget	Actual/Estimate*
2004/05	\$20,600	\$20,600*
2003/04	\$20,000	\$20,000*
2002/03	\$42,500	\$20,475
2001/02	\$47,500	\$0

Transfers-In from the General Fund is budgeted at \$110,000 or the Affordable Housing program in Citizen and Neighborhood Resources, which are used as a local grant match to leverage federal and state housing grant funds and for the preservation and maintenance of properties on Scottsdale's Historic Register.

Special Programs Fund Expenditures By Department

The use of funds in the Special Programs Fund includes departmental operating expenditures, debt service and transfers-out as noted below:

Courts budgeted expenditures in FY 2004/05 are approximately \$0.3 million, which is equivalent to the FY 2003/04 adopted budget. Expenditures will be used to enhance the technological, operational and security facilities of the Court as well as maintain and enhance the Court's ability to collect and manage monies.

Courts Adopted Budget to Actual/Estimate* (in millions)		
Fiscal Year	Adopted Budget	Actual/Estimate*
2004/05	\$0.3	\$0.3*
2003/04	\$0.3	\$0.3*
2002/03	\$0.1	\$0.1*
2001/02	\$0.1	\$0.1

Police budgeted expenditures in FY 2004/05 Special Programs budget are \$374,785. Racketeering Influenced Corrupt Organization (RICO) Funds of \$221,130 will be used to supplement narcotics investigations operating expenses and to purchase 50 new tasers to provide officers with a "less lethal" option on suicidal/violent subjects; funding from intergovernmental agreements in the amount of \$81,455 will be used to purchase expendable supplies in support of police crime laboratory services; and \$37,500 from donations is budgeted to purchase expendable supplies in support of the Mounted Unit and Family Advocacy Center.

Police Adopted Budget to Actual/Estimate* (in millions)		
Fiscal Year	Adopted Budget	Actual/Estimate*
2004/05	\$0.4	\$0.4*
2003/04	\$0.3	\$0.3*
2002/03	\$0.3	\$0.3
2001/02	\$0.4	\$0.2

Community Services have increased their budget to \$2.7 million, representing an increase of \$0.3 million or 12.5% from the FY 2003/04 adopted budget. The \$0.3 million increase is for the design of a model railroad building at McCormick-Stillman Railroad Park to be built in FY 2005/06.

Community Services Adopted Budget to Actual/Estimate* (in millions)		
Fiscal Year	Adopted Budget	Actual/Estimate*
2004/05	\$2.7	\$2.7*
2003/04	\$2.4	\$2.4*
2002/03	\$2.0	\$1.2
2001/02	\$2.2	\$1.5

SPECIAL REVENUE FUNDS

Budget by Fund

Human Resource Services expenditures are budgeted at approximately \$7,200 for FY 2004/05. The funds received from corporate sponsorship obtained through community outreach efforts will support cultural programming, including the Cross-Cultural Communication Series and the Hispanic Heritage Community celebration.

Human Resources Adopted Budget to Actual/Estimate*		
Fiscal Year	Adopted Budget	Actual/Estimate*
2004/05	\$7,200	\$7,200*
2003/04	-	-
2002/03	-	-
2001/02	-	-

Citizen & Neighborhood Resources budget totals \$19,700. The funds received from code enforcement violation fines will be used to pay for any abatement procedures necessary to clean-up properties.

Citizen and Neighborhood Resources Adopted Budget to Actual/Estimate*		
Fiscal Year	Adopted Budget	Actual/Estimate*
2004/05	\$19,700	\$19,700*
2003/04	\$68,000	\$68,000*
2002/03	\$0	\$903
2001/02	\$0	\$0

Planning and Development budget \$20, 600 represents a nominal increase of \$600 or 3.0% from the FY 2003/04 adopted budget. The funds will be spent on advertising and promoting through contractual services the City's Green Building Program.

Planning and Development Adopted Budget to Actual/Estimate*		
Fiscal Year	Adopted Budget	Actual/Estimate*
2004/05	\$20,600	\$20,600*
2003/04	\$20,000	\$20,000*
2002/03	\$42,500	\$14,066
2001/02	\$47,500	\$10,000

Preservation Rehabilitation budget totals \$10,000 for FY 2004/05. A Historic Preservation Rehabilitation Fund of \$10,000 a year for life of the sales tax incentive to the Hotel Valley Ho was established and paid for by the owner of the Hotel Valley Ho. The funds are to be used by the City to assist in the preservation and maintenance of other properties on Scottsdale's Historic Register.

Preserve Rehabilitation Adopted Budget to Actual/Estimate*		
Fiscal Year	Adopted Budget	Actual/Estimate*
2004/05	\$10,000	\$10,000*
2003/04	-	-
2002/03	-	-
2001/02	-	-

SPECIAL REVENUE FUNDS

Budget by Fund

Transfers-Out total \$0.6 million, which includes \$0.1 million to the Capital Improvement Fund for RICO and \$0.5 million to the Capital Improvement Fund for Court related capital projects.

Special Programs Fund Balance

Special Programs Fund balance of \$1.6 million represents cash received and restricted by donors or contributors for specific uses. All balances not expended in the current fiscal year are carried over to the next fiscal year to continue funding the intended purpose. The Special Programs Fund balance is largely a matter of timing differences between when funds are received and ultimately spent for the intended purpose.

Grant Fund

Fund Purpose

This fund receives and expends the City's federal, state, and local grant revenues. The amount of grants received is generally based upon application to granting agencies by the City and upon availability of funding by the grantors. Grant revenues may be used only for the stated purpose in the approved grant agreement and are subject to grantor expenditure guidelines and audits. The City will only expend grant funds that have been appropriately awarded by the granting agency and accepted by City Council in a public meeting.

The total proposed FY 2004/05 grant revenue budget is \$24.2 million and includes \$16.6 million for contingent grant revenue that may become available during the fiscal year. The contingent grant revenue is included to create budgetary capacity for City Council to accept new grants and still comply with State of Arizona budget expenditure limits set with tentative budget adoption. The appropriations associated with the contingent grant revenue are not available for expenditures unless a new grant is awarded and accepted by City Council. The City aggressively seeks grant funding to leverage City funds to address priority program and service needs. The major areas of the grant revenue budget are noted below:

Grant Fund Revenues by Grant Area

Aviation Grants proposed budget of just over \$5.0 million for FY 2004/05 is for future grants should they become available. The proposed budget has decreased by \$7.8 million from the FY 2003/04 year-end estimate because of an administrative change in the handling of capital-related grants. Previously, capital-related aviation grants were deposited into the operating budget and then transferred to the capital fund. Under the new process, capital grant proceeds are directly deposited into the capital fund, which are included in the Capital Improvement Plan. The aggregate amount of aviation operational and capital grant funds received by the City will remain the same. The Aviation program traditionally receives federal and state grants for such capital improvements as runway widening, taxiway reconstruction, land acquisition and various safety related improvements. Grants are not normally awarded until October, the beginning of the Federal fiscal year. Again, the appropriation associated with the grant revenue is not available for expenditures unless a new grant is awarded and accepted by City Council.

Aviation Grants Adopted Budget to Actual/Estimate* (in millions)		
Fiscal Year	Adopted Budget	Actual/Estimate*
2004/05	\$5.0	\$5.0*
2003/04	\$12.8	\$12.8*
2002/03	\$15.2	\$1.7
2001/02	\$8.4	\$5.6

Transportation Grants are often available for transit purposes, such as bus purchases and shelters, and to promote alternate transportation modes, such as construction of bike lanes and paths. In FY 2004/05 there is no operating grant revenue budgeted. All Transportation Grants in FY 2004/05 of \$10.8 million are capital-related, which are included in the Capital Improvement Plan.

Transportation Grants Adopted Budget to Actual/Estimate* (in millions)		
Fiscal Year	Adopted Budget	Actual/Estimate*
2004/05	\$0	\$0*
2003/04	\$0.5	\$0.5*
2002/03	\$0	\$0.8
2001/02	\$2.9	\$4.0

Community Development Block Grants (CDBG) and Section 8 Grants are awarded annually by the U.S. Department of Housing and Urban Development (HUD) upon application for funding by the City. These grant revenues may only be used for those projects specifically approved in the grant application and are subject to agency expenditure guidelines and audits. For FY 2004/05, the CDBG and Section 8 budgets are nearly \$1.6 million and \$5.3 million respectively, for a total of approximately \$6.9 million.

CDBG and Section 8 Grants Adopted Budget to Actual/Estimate* (in millions)		
Fiscal Year	Adopted Budget	Actual/Estimate*
2004/05	\$6.9	\$6.9*
2003/04	\$6.7	\$6.7*
2002/03	\$5.4	\$5.7
2001/02	\$5.1	\$5.5

Home Grants are received from the Maricopa County Home Consortium and are to be used to provide affordable housing, expand the capacity of non-profit housing providers, strengthen the ability of local governments to provide housing and leverage private-sector participation in housing. The FY 2004/05 operating grant revenue is budgeted at approximately \$0.5 million.

Home Grants Adopted Budget to Actual/Estimate* (in millions)		
Fiscal Year	Adopted Budget	Actual/Estimate*
2004/05	\$0.5	\$0.5*
2003/04	\$0.7	\$0.7*
2002/03	\$0.3	\$0
2001/02	\$0.3	\$0.6

Miscellaneous Federal & State Grants total \$11.9 million for FY 2004/05, which is a \$6.8 million increase from the FY 2003/04 year-end estimate, and include grants for law enforcement, library projects and Homeland Security. The majority of the increase is due to the increase in future grants should they become available. The FY 2004/05 budget includes \$0.3 million in continuing grant revenue from FY 2003/04 grant awards and \$11.6 million in future grants contingent upon awards.

Miscellaneous Federal & State Grants Adopted Budget to Actual/Estimate* (in millions)		
Fiscal Year	Adopted Budget	Actual/Estimate*
2004/05	\$11.9	\$11.9*
2003/04	\$5.1	\$5.1*
2002/03	\$4.7	\$1.3
2001/02	\$8.3	\$1.9

Grant Fund Expenditures By Grant

Information on Grant Fund expenditures is noted below:

Aviation Grants budgeted expenditures in FY 2004/05 of approximately \$5.0 million in FY 2004/05 are for future grants should they become available. The proposed expenditure budget has decreased by \$7.8 million from the FY 2003/04 adopted budget because of an administrative change in the handling of capital-related grants. Previously, capital-related aviation grants were deposited into the operating budget and then transferred to the capital fund. Under the new process, capital grant proceeds are directly deposited into the capital fund, which are included in the Capital Improvement Plan. The aggregate amount of aviation operational and capital grant funds received by the City will remain the same.

Transportation Grants In FY 2004/05 there are no operating grant expenditures budgeted. All transportation grants in FY 2004/05 of \$10.8 million are capital-related, which are included in the Capital Improvement Plan.

Community Development Block Grants (CDBG) and Section 8 Grants budgeted expenditures in FY 2004/05 of approximately \$6.9 million represents an increase of \$0.2 million or 3.0% from the FY 2003/04 adopted budget. The budgeted expenditures include costs for the following two new positions in FY 2004/05: (1) a Grant Program Specialist to provide assistance to an increased number of low-moderate income households and decrease the length of time on the City Housing Rehabilitation waiting list, and (2) a Housing Coordinator to fulfill the added responsibilities of the Scottsdale Housing Agency, implement the Section 8 program and manage the First Time Homebuyer Program.

Aviation Grants Adopted Budget to Actual/Estimate* (in millions)		
Fiscal Year	Adopted Budget	Actual/Estimate*
2004/05	\$5.0	\$5.0*
2003/04	\$12.8	\$12.8*
2002/03	\$15.2	\$1.7
2001/02	\$8.4	\$5.6

Transportation Grants Adopted Budget to Actual/Estimate* (in millions)		
Fiscal Year	Adopted Budget	Actual/Estimate*
2004/05	\$0	\$0*
2003/04	\$0.5	\$0.5*
2002/03	\$0	\$0.8
2001/02	\$2.9	\$4.0

CDBG and Section 8 Grants Adopted Budget to Actual/Estimate* (in millions)		
Fiscal Year	Adopted Budget	Actual/Estimate*
2004/05	\$6.9	\$6.9*
2003/04	\$6.7	\$6.7*
2002/03	\$5.4	\$5.9
2001/02	\$5.1	\$5.2

SPECIAL REVENUE FUNDS

Budget by Fund

Home Grants budgeted expenditures of \$0.5 million in FY 2004/05 are to be used to provide affordable housing, expand the capacity of non-profit housing providers, strengthen the ability of local governments to provide housing and leverage private-sector participation in housing.

Home Grants Adopted Budget to Actual/Estimate* (in millions)		
Fiscal Year	Adopted Budget	Actual/Estimate*
2004/05	\$0.5	\$0.5*
2003/04	\$0.7	\$0.7*
2002/03	\$0.3	\$0
2001/02	\$0.3	\$0.6

Miscellaneous Federal & State Grants expenditure budget in FY 2004/05 equals approximately \$11.9 million, which is a \$6.8 million increase from the FY 2003/04 adopted budget. The majority of the increase is due to the increase in future grants should they become available. The funding will be used in the contractual services (\$6.1 million), commodities (\$2.6 million) and capital outlay (\$3.2 million) expenditure categories to provide a wide variety of law enforcement, library, Homeland Security and social services.

Miscellaneous Federal & State Grants Adopted Budget to Actual/Estimate* (in millions)		
Fiscal Year	Adopted Budget	Actual/Estimate*
2004/05	\$11.9	\$11.9*
2003/04	\$5.1	\$5.1*
2002/03	\$4.7	\$1.3
2001/02	\$8.3	\$1.9

Grant Fund Balance

The Grant Fund balance can fluctuate from year to year due to the nature of the specific grants that have been awarded. Most of the City's grant awards are "expenditure driven" reimbursement grants, meaning the City is reimbursed after the grant-related expenditure is made for the intended purpose. On a less frequent basis, the City is awarded "endowment" type grants, which means the City actually receives the grant funding prior to making an expenditure.

Debt Service Funds

Fund Purpose

This fund records the accumulation of resources for, and the payment of, long-term debt principal and interest not serviced by the proprietary funds, with the exception of General Fund, which is shown in the General Fund debt service section of the Five-Year Financial Plan. The applicable specific revenues, expenditures, and fund balance of the Debt Service Fund are described below:

Debt Service Fund Revenues and Transfers-In

Secondary Property Tax represents the portion of the property tax that is exclusively limited to pay debt service by Arizona State Statue. While the growth is unlimited, the City's use of this portion of the property tax is restricted by State Statue to solely pay debt service on voter approved general obligation bonds. The debt service for bonds already issued, plus estimated debt service for bonds planned to be issued within the budgeted fiscal year, is levied. Secondary property tax accounts for 54.1% of the total Debt Service Fund resources. The FY 2004/05 revenue forecast of \$26.9 million represents an increase of \$4.2 million or 18.5% from the FY 2003/04 year-end estimate of \$22.7 million.

Special Assessment Revenue is estimated to be \$2.8 million for FY 2004/05, which is \$0.1 million less than the FY 2003/04 year-end estimate based on scheduled debt repayments. The \$2.8 million represent approximately 5.6% of the total debt service resources resulting from billings to the property owners within an Improvement District. Districts are formed when owners desire improvement to their property, such as roads, water lines, sewer lines, streetlights, or drainage. The expenditure of funds to construct the specific capital improvements and to pay the debt service on bonds is appropriated as part of the City's budget; however, the debt service is repaid by the property owners through a special assessment on their improved property. Improvement District debt will be permitted only when the full cash value of the property, as reported by the Maricopa County Assessor's Office, to debt ratio (prior to improvements being installed) is a minimum of 3:1 prior to issuance of debt and 5:1 or higher after construction of improvements. Should the full cash value to debt ratio not meet the minimum requirements, property value may be determined by an appraisal paid for by the applicant and administered by the City. In addition, per adopted financial policy, the City's cumulative improvement district debt will not exceed 5 percent of the City's secondary assessed valuation. Bonds issued to finance improvement district projects will not have maturities longer than ten years.

Transfers-In for FY 2004/05 of approximately \$20.0 million will be transferred in from the 1995 Preservation Privilege Tax Fund (.20%) (Special Revenue Fund) to pay debt service of \$13.1 million for Preserve GO Bonds and \$6.9 million for Preserve Revenue Bonds issued for land acquisition in the McDowell Mountain Sonoran Preserve.

Secondary Property Tax Adopted Budget to Actual/Estimate* (in millions)

Fiscal Year	Adopted Budget	Actual/Estimate*
2004/05	\$26.9	\$26.9*
2003/04	\$25.5	\$22.7*
2002/03	\$22.8	\$22.4
2001/02	\$21.9	\$21.6

Special Assessment Revenue Adopted Budget to Actual/Estimate* (in millions)

Fiscal Year	Adopted Budget	Actual/Estimate*
2004/05	\$2.8	\$2.8*
2003/04	\$2.9	\$2.9*
2002/03	\$2.6	\$2.3
2001/02	\$3.1	\$2.3

DEBT SERVICE FUNDS

Budget by Fund

Debt Service Fund Expenditures By Debt Type

General Obligation (GO) / Preserve GO Bonds Debt Service totals \$40.0 million for FY 2004/05, which represents an increase of nearly \$8.1 million or 25.4% from the FY 2003/04 adopted budget. The Preserve GO Bonds represent debt issuances related to land acquisition in the McDowell Mountain Sonoran Preserve. Preserve debt is repaid by a dedicated .2% sales tax authorized by voters in 1995. The increase in the debt service expenditure is attributable to planned April 2004 GO debt issuances of \$48.0 million for a variety of capital improvements and \$65.4 million for the continuing purchase of the McDowell Sonoran Preserve.

Special Assessment Debt Service totals \$2.8 million for FY 2004/05, which reflects a \$0.1 million decrease from the FY 2003/04 adopted budget. Special Assessment Bonds are issued for property owners desiring improvements to their property such as roads, water lines, sewer lines, streetlights, or drainage. The expenditure of funds to construct the specific capital improvements and to pay the debt service on bonds is appropriated as part of the City's budget; however, the debt service is repaid by the property owners through a special assessment on their improved property. The City's debt management policy requires that the full cash value of the property to debt ratio is a minimum of 3:1 prior to issuance of debt and at least 5:1 after construction of the improvements.

Preserve Revenue Authority Bonds Debt Service obligations for FY 2004/05 total \$6.9 million, which is equivalent to the FY 2003/04 adopted budget. The Preserve Revenue Authority Bonds represent prior debt issuances related to land acquisition in the McDowell Mountain Sonoran Preserve. The debt service remains level in FY 2004/05, as no new bonds of this type will be issued. All preserve debt, past and future is repaid from the dedicated 1995 Preservation Privilege (Sales) Tax (.20%) authorized by the voters in 1995.

General Obligation Bond Debt Service Adopted Budget to Actual/Estimate* (in millions)

Fiscal Year	Adopted Budget	Actual/Estimate*
2004/05	\$40.0	\$40.0*
2003/04	\$35.1	\$31.9*
2002/03	\$32.4	\$31.4
2001/02	\$30.3	\$25.2

Special Assessment Debt Service Adopted Budget to Actual/Estimate* (in millions)

Fiscal Year	Adopted Budget	Actual/Estimate*
2004/05	\$2.8	\$2.8*
2003/04	\$2.9	\$2.9*
2002/03	\$2.6	\$2.3
2001/02	\$3.1	\$2.6

Preserve Revenue Bonds Authority Debt Adopted Budget to Actual/Estimate* (in millions)

Fiscal Year	Adopted Budget	Actual/Estimate*
2004/05	\$6.9	\$6.9*
2003/04	\$6.9	\$6.9*
2002/03	\$6.9	\$6.9
2001/02	\$6.9	\$6.8

Debt Service Fund Balance

The Debt Service Fund balance varies primarily due to the timing of debt issuances and related repayment schedule. The ending FY 2004/05 fund balance is projected to be \$10.5 million, which is equal to the FY 2003/04 year-end estimate.

Enterprise Funds

Description

The City uses three separate Enterprise Funds to account for the activity of this proprietary fund type. The individual funds are Water & Sewer, Solid Waste, and Aviation. In the aggregate, the Enterprise Funds are the City's second largest source of revenues, which are derived from user fees and charges. User fees and charges are established to promote efficiency by shifting payment of costs to specific users of services and avoiding general taxation. Moderate rate increases are included as part of this budget to offset increasing operating costs, mandated environmental standard compliance, and pay-as-you-go capital costs attributable to repair and replacement of infrastructure. The applicable specific revenues of the individual funds along with each fund's purpose are described below:

Water & Sewer Funds

Fund Purpose

This fund accounts for the activity related to the City's water and sewer business activity, including operating and debt service payments. Capital Expenditures are accounted for in various CIP funds.

Water & Sewer Funds Revenues and Transfers-In

Water Charge Revenue The Water Charges revenue proposed budget for FY 2004/05 totals \$70.8 million, which reflects a \$1.4 million increase or 2.0% from FY 2003/04 year-end estimate. The increase is a combination of a proposed increase in the water rate and growth from anticipated new customers, partially offset by a decrease in water consumption. Monthly water billings consist of a base charge according to meter size and a variable charge for the amount of water consumed. The FY 2004/05 budget includes a proposed 3.0% water rate increase for increased operating and capital costs resulting from the following "unfunded" mandated and proposed regulations from the United States Environmental Protection Agency (EPA): (1) EPA Mandatory Arsenic Rule requiring that utilities decrease the maximum contaminant level of arsenic in drinking water from 50 parts per billion to 10 parts per billion by 2006; and (2) Pending EPA Disinfection by-product regulation (by-products resulting from adding chlorine to water) requiring that water systems in the United States reduce Disinfection by-products in potable water at all points of delivery in the system. The City anticipates required compliance by 2006. These significant federal "unfunded" mandates will require costly improvements to Scottsdale's Water treatment and delivery systems in order to meet the new requirements.

Because the majority of the City's groundwater resources exceed the new standard for arsenic, the City is particularly susceptible to arsenic related cost increases. The City must continue its reliance on groundwater, where arsenic is naturally occurring, for peak demand and drought protection. Therefore, the City has incorporated an arsenic mitigation program into its capital improvement program to ensure that

Water Charges Revenue Adopted Budget to Actual/Estimate* (in millions)		
Fiscal Year	Adopted Budget	Actual/Estimate*
2004/05	\$70.8	\$70.8*
2003/04	\$71.4	\$69.4*
2002/03	\$65.9	\$66.7
2001/02	\$62.5	\$65.1

the City's groundwater supply resources will be in compliance with the Arsenic Rule by January 2006. The arsenic mitigation program has identified the most cost-effective method for treating the groundwater, has initiated land acquisition for planned treatment facilities, and has secured contracts for the design and construction of these facilities. The estimated cost for this program is approximately \$59.5 million during the planning horizon. This program benefits existing customers.

As noted, the City must also address environmental regulations that require all water systems in the United States to reduce the maximum contaminant level of disinfection by-products in potable water at all points of system delivery. To ensure compliance, the City will add granular-activated carbon to its treatment processes at its treatment facilities. Total projected costs for disinfection by-products compliance is \$40 million for existing customers. The total capital costs for the City to address these "unfunded" federal mandates is approximately \$100.0 million

The financial plan to address these requirements calls for debt issuance that will help level the impacts to our customers over many years, thereby avoiding large rate increase in any one year.

Sewer Charge Revenue budget for FY 2004/05 totals \$26.1 million, which reflects a \$1.8 million or 1.9% increase from the FY 2003/04 year-end estimates. The increase is a combination of a proposed increase in the sewer rate and growth from anticipated new customers. Residential customers are charged a flat fee per month and commercial users are charged based upon water consumption and type of business. Fees are studied annually to determine if they are covering the cost of providing this service. The FY 2004/05 budget includes a 2.5% rate increase for the costs associated with expansion and upgrades to wastewater treatment facilities.

Stormwater Water Quality Charge revenue of \$0.6 million in FY 2004/05 relates to a proposed 1.0% increase to existing environmental water quality charge to help pay a portion of the Stormwater Management program costs. These costs are driven by "unfunded" federal mandates that require the City to operate under National Pollutant Discharge Elimination System (NPDES) permit to address the quality of stormwater runoff.

Overview of User Fees Revenue Policy

Enterprise User Fees rate adjustments are based upon five-year financial plans developed for each operation, and are reviewed annually per Scottsdale's adopted financial policies to meet the stated objectives of:

- Equity — charges are borne by the beneficiaries of a project or service;
- Level distribution of necessary cost increases — to avoid large rate increases in any one year;
- Increasing debt as little as possible — to ensure that the City can meet bond coverage requirements and remain financially healthy;
- Rate design — which encourages conservation and efficient use of City resources.

Sewer Charge Revenue Adopted Budget to Actual/Estimate* (in millions)

Fiscal Year	Adopted Budget	Actual/Estimate*
2004/05	\$26.1	\$26.1*
2003/04	\$25.9	\$25.6*
2002/03	\$26.8	\$25.5
2001/02	\$26.5	\$24.3

Stormwater Water Quality Charge Adopted Budget to Actual/Estimate* (in millions)

Fiscal Year	Adopted Budget	Actual/Estimate*
2004/05	\$0.6	\$0.6*
2003/04	-	-
2002/03	-	-
2001/02	-	-

Effluent Sales revenue budget totals \$0.5 million, which reflects approximately a \$0.1 million increase from the FY 2003/04 year-end estimate. Effluent sales relate to the sewage treated to irrigation standards at the City's Water Campus for the twenty golf courses in north Scottsdale that are part of the Reclaimed Water Distribution System and the Gainey Ranch golf course effluent use from that regional wastewater plant. Both are contractual obligations to provide effluent water for irrigation uses and all costs for providing these services are recovered through rates charged for the use.

Effluent Sales Adopted Budget to Actual/Estimate* (in millions)		
Fiscal Year	Adopted Budget	Actual/Estimate*
2004/05	\$0.5	\$0.5*
2003/04	\$0.4	\$0.4*
2002/03	\$0.3	\$0.5
2001/02	\$0.4	\$0.4

Interest Earnings are generated on idle Water & Sewer Fund cash balances throughout the year. This revenue is a function of the relationship between the available cash balance and interest rate. The City earns interest on idle funds through various investment vehicles in accordance with Arizona Revised Statutes and City Ordinance. The City's investment policy stresses safety above yield and allows investments in U.S. Treasury and Agency obligations, certificates of deposit, commercial paper, bankers' acceptances, repurchase agreements, money market funds, and the State of Arizona's Local Government Investment Pool. Interest revenue for FY 2004/05 of \$4.2 million reflects a \$2.1 million increase from the FY 2003/04 year-end estimate.

Interest Earnings Adopted Budget to Actual/Estimate* (in millions)		
Fiscal Year	Adopted Budget	Actual/Estimate*
2004/05	\$4.2	\$4.2*
2003/04	\$2.1	\$2.1*
2002/03	\$2.3	\$0.5
2001/02	\$5.3	\$2.0

Miscellaneous Revenue budget totals \$2.2 million for FY 2004/05, which is a \$1.0 million increase from the FY 2003/04 year-end estimate. Receipts from the Central Groundwater Treatment Facility Superfund site are the primary revenue contributor.

Miscellaneous Revenue Adopted Budget to Actual/Estimate* (in millions)		
Fiscal Year	Adopted Budget	Actual/Estimate*
2004/05	\$2.2	\$2.2*
2003/04	\$1.2	\$1.2*
2002/03	\$3.9	\$7.1
2001/02	\$3.8	\$3.3

Transfers-In include the \$5.0 million portion of Sewer Development fee revenues received in the enterprise capital improvement fund, which is transferred to the General Fund budget to pay debt service on revenue bonds issued for development-related capital improvements. The FY 2004/05 budget remains consistent with the FY 2003/04 year-end estimate.

Water & Sewer Fund Expenditures By Expenditure Type

The Water & Sewer Fund expenditures are presented by the following five major expenditure categories: personal services, contractual services, commodities, capital outlay and debt service. Additionally, there are transfers-out to other funds.

Personal Services budget of \$11.3 million represents 17.6% of the FY 2004/05 Water & Sewer operating budget. The proposed FY 2004/05 personal services budget increased \$0.7 million from the FY 2003/04 adopted budget. Major personal services cost drivers in the budget include increases of \$0.6 million related to health insurance costs, retirement system costs, and a proposed 2.5% salary market adjustment, and an additional 3.0 FTEs for increased maintenance efforts at both existing and new facilities at a cost of \$0.1 million for FY 2004/05.

Personal Services Adopted Budget to Actual/Estimate* (in millions)		
Fiscal Year	Adopted Budget	Actual/Estimate*
2004/05	\$11.3	\$11.3*
2003/04	\$10.6	\$10.6*
2002/03	\$9.9	\$9.7
2001/02	\$9.9	\$9.6

Contractual Services budget of \$20.1 million represents 31.3% of the FY 2004/05 Water & Sewer operating budget. The budget increased \$1.2 million from the FY 2003/04 adopted budget due to the 91st Avenue Wastewater Treatment Plant billing estimates from the City of Phoenix based on strengths and flows.

Contractual Services Adopted Budget to Actual/Estimate* (in millions)		
Fiscal Year	Adopted Budget	Actual/Estimate*
2004/05	\$20.1	\$20.1*
2003/04	\$18.9	\$18.9*
2002/03	\$17.9	\$16.6
2001/02	\$19.5	\$18.4

Commodities budget of \$13.5 million represents 21.0% of the FY 2004/05 Water & Sewer operating budget. The proposed FY 2004/05 commodities budget increased \$0.7 million from the FY 2003/04 adopted budget related to water treatment chemicals and lab supplies.

Commodities Adopted Budget to Actual/Estimate* (in millions)		
Fiscal Year	Adopted Budget	Actual/Estimate*
2004/05	\$13.5	\$13.5*
2003/04	\$12.8	\$12.8*
2002/03	\$13.6	\$12.3
2001/02	\$14.5	\$11.8

See glossary for
Expenditure Type
definitions.

Capital Outlay budget for FY 2004/05 is \$0.1 million, which is 0.2% of the FY 2004/05 Water & Sewer operating budget. The proposed FY 2004/05 budget increase of \$0.1 million is related to proposed purchase and upgrades of water trucks to meet additional workload capacity needs and address safety requirements.

Capital Outlay Adopted Budget to Actual/Estimate* (in millions)		
Fiscal Year	Adopted Budget	Actual/Estimate*
2004/05	\$0.1	\$0.1*
2003/04	\$0	\$0*
2002/03	\$0	\$0.1
2001/02	\$0.2	\$0.2

Debt Service budget of \$19.3 million represents 30.0% of the FY 2004/05 Water & Sewer operating budget. The proposed FY 2004/05 debt services budget increased \$5.3 million from the FY 2003/04 adopted budget related to issuance and sale of \$75.0 million principal amount M.P.C. Bonds. General Obligation Bond debt service for bonds previously issued decreased \$0.4 million, or 7.1%. Revenue Bond debt service for bonds previously issued remained unchanged. Debt service payments are funded from water and sewer service fees and an annual transfer of \$4.9 million in sewer development fees from the Capital Improvement Program.

Debt Service Adopted Budget to Actual/Estimate* (in millions)		
Fiscal Year	Adopted Budget	Actual/Estimate*
2004/05	\$19.3	\$19.3*
2003/04	\$14.0	\$14.0*
2002/03	\$15.9	\$11.4
2001/02	\$13.0	\$14.5

Transfers-Out equal \$35.7 million, which is a decrease of \$13.4 million over the prior year budget. The decrease is primarily attributable to a decrease in the capital fund transfer. The other transfers-out to the General Fund include \$0.6 million for the Stormwater Management Program and \$0.2 million for security contract.

Water & Sewer Fund Balance/Reserves

Fund Balance/Reserves protect the City's financial condition and provide for unexpected economic challenges. Growth of fund balance occurs when revenues exceed expenditures. Fund balances are similar to a company's net equity (assets less liabilities). Prudent fiscal management dictates fund balances should only be used for nonrecurring (non-operational) expenditures since once fund balances are spent, they are only replenished by future year resources in excess of expenditures.

The City's budget planning and adopted financial policies call for the establishment of reserves as part of the resource allocation/limit setting process. This process allows the City to "set aside savings" before it is allocated or spent as budgeted expenditures. The specific make-up of the City's fund balance and reserves are noted below:

Operating Reserve of \$18.3 million is projected for the end of FY 2004/05. This reserve is intended to ensure adequate funding for operations for a period of 90 days.

Repair/Replacement Reserve of \$16.4 million is required by the revenue bond indenture to ensure that funds are set aside to preserve the assets, which in turn are the collateral for the Water Revenue Bonds. The reserve is required to be at least 2 percent of the revenues received during the year, or until the reserve equals 2 percent of the value of total tangible assets. The reserve may be used from time to time for replacement or extension of the assets.

Unreserved Fund Balance for FY 2004/05 is zero. This fund balance represents the net financial resources that are expendable or available for budgeting. In the event there is a remaining unreserved fund balance at fiscal year-end, the balance is transferred to the Capital Improvement Program.

Solid Waste Fund

Fund Purpose

This fund accounts for the transactions related to the City's solid waste and recycling business activity, including operating and debt service payments. Capital expenditures are accounted for in a separate Capital Improvement Plan fund.

Solid Waste Fund Revenues

Solid Waste Revenue budget for FY 2004/05 totals \$16.7 million, which reflects a \$0.5 million or 3.4% increase in Solid Waste revenue from the FY 2003/04 year-end estimate. The nominal increase is solely attributable to growth from anticipated new customers. Solid Waste Charges are billed monthly for the pickup of solid waste. Residential customers are charged a flat fee per month, while commercial customers are charged based upon the size of the container and the number of pickups per month. In addition, the City also provides roll-off, uncontained service, recycling programs, and household hazardous waste collection. The FY 2004/05 budget includes no rate increase for residential and commercial customers.

Interest Earnings budget of \$40,468 for FY 2004/05 is expected to remain relatively flat with the FY 2003/04 year-end estimate. Interest Earnings are generated on idle Solid Waste Fund cash balance throughout the year. This revenue is a function of the relationship between the available cash balance and interest rate. The City earns interest on idle funds through various investment vehicles in accordance with Arizona Revised Statutes and City Ordinance. The City's investment policy stresses safety above yield.

Solid Waste Charges Adopted Budget to Actual/Estimate* (in millions)

Fiscal Year	Adopted Budget	Actual/Estimate*
2004/05	\$16.7	\$16.7*
2003/04	\$16.2	\$16.2*
2002/03	\$16.1	\$16.3
2001/02	\$16.2	\$15.8

Interest Earnings Adopted Budget to Actual/Estimate*

Fiscal Year	Adopted Budget	Actual/Estimate*
2004/05	\$40,468	\$40,468*
2003/04	\$48,700	\$48,700*
2002/03	\$44,013	\$41,918
2001/02	\$35,000	\$55,200

Solid Waste Fund Expenditures By Expenditure Type

The Solid Waste Fund expenditures are presented by the following four major expenditure categories: personal services, contractual services, commodities, capital outlay and debt service. Additionally, there are transfers-out to other funds.

Personal Services budget of \$4.3 million represents 32.3% of the FY 2004/05 Solid Waste Fund budget. The proposed FY 2004/05 personal services budget increased \$0.1 million or 2.0% from the FY 2003/04 adopted budget. The budget does not include any additional positions. Major personal services cost drivers in the budget include increases in health insurance costs and retirement system costs, and a proposed 2.5% salary market adjustment.

Personal Services Adopted Budget to Actual/Estimate* (in millions)		
Fiscal Year	Adopted Budget	Actual/Estimate*
2004/05	\$4.3	\$4.3*
2003/04	\$4.3	\$4.3*
2002/03	\$3.9	\$4.0
2001/02	\$3.8	\$3.7

Contractual Services budget of \$8.3 million represents 62.4% of the FY 2004/05 Solid Waste Fund budget. The proposed FY 2004/05 contractual services budget increased \$0.1 million or 1.0% from the FY 2003/04 adopted budget due in part to increased costs related to fleet maintenance and operations.

Contractual Services Adopted Budget to Actual/Estimate* (in millions)		
Fiscal Year	Adopted Budget	Actual/Estimate*
2004/05	\$8.3	\$8.3*
2003/04	\$8.2	\$8.2*
2002/03	\$8.0	\$7.7
2001/02	\$7.9	\$7.6

Commodities budget of \$0.3 million represents 2.3% of the FY 2004/05 Solid Waste Fund budget. The proposed FY 2004/05 commodities budget increased \$14,769 from the FY 2003/04 adopted budget related to purchase of additional refuse containers.

Commodities Adopted Budget to Actual/Estimate* (in millions)		
Fiscal Year	Adopted Budget	Actual/Estimate*
2004/05	\$0.3	\$0.3*
2003/04	\$0.3	\$0.3*
2002/03	\$0.4	\$0.3
2001/02	\$0.6	\$0.4

See glossary for
Expenditure Type
definitions.

ENTERPRISE FUNDS

Budget by Fund

Capital Outlay budget of 70,000 represents 0.8% of the FY 2004/05 Solid Waste Fund budget. Funds will be used to purchase a new compact loader and trailer for more effective bulk collection services to residents.

Capital Outlay Adopted Budget to Actual/Estimate* (in millions)		
Fiscal Year	Adopted Budget	Actual/Estimate*
2004/05	\$70,000	\$70,000*
2003/04	\$0	\$0
2002/03	\$231,452	\$7,530
2001/02	\$23,688	\$12,730

Debt Service includes approximately \$0.3 million for the payment of MPC debt service on the Transfer Station. The amount of the debt service is consistent with the prior year.

Debt Service Adopted Budget to Actual/Estimate* (in millions)		
Fiscal Year	Adopted Budget	Actual/Estimate*
2004/05	\$0.3	\$0.3*
2003/04	\$0.3	\$0.3*
2002/03	\$0.3	\$0.3
2001/02	\$0.3	\$0.3

Solid Waste Fund Balance

Operating Reserve of \$3.3 million is projected for the end of FY 2004/05. This reserve is intended to ensure adequate funding for operations for a period of 90 days. The intent of the reserve is to provide for emergencies and the probability of significant future increases in landfill costs.

Unreserved Fund Balance of \$1.9 million represents the net financial resources that are expendable or available for budgeting.

Aviation Fund

Fund Purpose

This fund accounts for the transactions related to the City's aviation business activity at the Scottsdale Airport, which includes operating and debt service payments. Capital Expenditures are accounted for in a separate CIP fund.

Aviation Fund Revenues

Aviation Fees and Charges are for a variety of services provided to airport customers, (e.g., tie down fees, hangar rentals, fuel sales, and other rental charges). The FY 2004/05 budget of \$2.9 million remains flat with the FY 2003/04 year-end estimate. No rate increase is proposed for FY 2004/05.

Interest Earnings budget for FY 2004/05 totals \$24,215, which is up from the FY 2003/04 year-end estimate of \$9,924.

Aviation Fund Revenues Adopted Budget to Actual/Estimate* (in millions)		
Fiscal Year	Adopted Budget	Actual/Estimate*
2004/05	\$2.9	\$2.9*
2003/04	\$2.9	\$2.9*
2002/03	\$2.4	\$2.4
2001/02	\$1.5	\$1.7

Transfers-In budget of \$0.1 million for FY 2004/05 is related to jet fuel tax collected and receipted in the General Fund and transferred to reimburse the Aviation Fund. This is strictly a tax receipt process and is not a General Fund subsidy to the Aviation Fund.

Aviation Fund Expenditures By Expenditure Type

The direct operating expenditures of the Aviation Fund are divided into the following three major expenditure categories, plus transfers-out:

Personal Services budget of \$0.8 million represents 57.1% of the FY 2004/05 Aviation funds operating budget. The proposed FY 2004/05 personal services budget increased by less than \$0.1 million from the FY 2003/04 adopted budget. The major personal services cost drivers in the budget include increases in health insurance costs and retirement system costs, and a proposed 2.5% salary market adjustment.

Personal Services Adopted Budget to Actual/Estimate* (in millions)		
Fiscal Year	Adopted Budget	Actual/Estimate*
2004/05	\$0.8	\$0.8*
2003/04	\$0.7	\$0.7*
2002/03	\$0.7	\$0.7
2001/02	\$0.6	\$0.6

See glossary for
Expenditure Type
definitions.

Contractual Services budget of \$0.5 million represents 35.7% of the FY 2004/05 Aviation funds operating budget. The proposed FY 2004/05 budget remains flat with the FY 2003/04 adopted budget.

Contractual Services Adopted Budget to Actual/Estimate* (in millions)		
Fiscal Year	Adopted Budget	Actual/Estimate*
2004/05	\$0.5	\$0.5*
2003/04	\$0.5	\$0.5*
2002/03	\$0.5	\$0.6
2001/02	\$0.5	\$0.5

Commodities budget of \$0.1 million represents 4.4% of the FY 2004/05 Aviation funds operating budget, which remains relatively flat with the FY 2003/04 adopted budget.

Commodities Adopted Budget to Actual/Estimate*		
Fiscal Year	Adopted Budget	Actual/Estimate*
2004/05	\$0.1M	\$0.1M*
2003/04	\$61,670	\$61,670*
2002/03	\$64,670	\$31,176
2001/02	\$50,795	\$77,090

Transfers-Out equals \$1.3 million, which is an increase of \$0.1 million from the FY 2003/04 year-end estimate. The other transfers-out to the General Fund are consistent with the prior year.

Aviation Fund Balance

Operating Reserve of slightly more than \$0.5 million is projected for the end of FY 2004/05. This reserve is intended to ensure adequate funding for operations for a period of 90 days. The intent of the reserve is to provide for emergencies, provide for potential grant matches and to ensure that further General Fund subsidies are avoided.

Unreserved Fund Balance for FY 2004/05 is zero. The balance represents the net financial resources that are expendable or available for budgeting.

Internal Service Funds

Description

The City uses two separate Internal Service Funds to account for the activity of this fund type. The individual funds are Fleet Management and Self-Insurance Funds.

Fleet Management Fund

Fund Purpose

This fund is used to account for the expenditures associated with purchasing and maintaining the City's vehicles. Replacement and operation of vehicles are charged to the City departments as internal operating costs to each program based on the quantity and type of vehicle used. The department charges become revenue to the Fleet Management Fund.

Fleet Management Fund Revenues and Transfers-In

Internal Charges (Vehicle Acquisition and Maintenance & Operation) represent approximately 95.8% of this fund's operating resources (revenue and transfers-in). These charges are comprised of a "rental" rate to programs sufficient for the acquisition/replacement, maintenance and operation of City vehicles. Internal Charges for FY 2004/05 totals \$11.5 million and are projected to increase by approximately \$0.4 million from the FY 2003/04 year-end estimate. This is primarily attributed to the added cost to replace, maintain, and operate new vehicles added in FY 2003/04 and late FY 2002/03.

Miscellaneous Revenue from surplus property sales is budgeted at \$0.2 million for FY 2004/05, which is down a nominal \$16,518 compared to the FY 2003/04 year-end estimate.

Internal Charges
Adopted Budget to Actual/Estimate*
(in millions)

Fiscal Year	Adopted Budget	Actual/Estimate*
2004/05	\$11.5	\$11.5*
2003/04	\$11.1	\$11.1*
2002/03	\$10.5	\$10.5
2001/02	\$10.9	\$10.7

Miscellaneous Revenue
Adopted Budget to Actual/Estimate*
(in millions)

Fiscal Year	Adopted Budget	Actual/Estimate*
2004/05	\$0.2	\$0.2*
2003/04	\$0.3	\$0.2*
2002/03	\$0.3	\$0.2
2001/02	\$0	\$0.5

Interest Earnings budget for FY 2004/05 totals \$0.4 million, which is a \$0.1 million increase from the FY 2003/04 year-end estimate. Interest earnings are generated on idle Fleet Management Fund cash balance throughout the year. This revenue is a function of the relationship between the available cash balance and interest rate. The City earns interest on idle funds through various investment vehicles in accordance with Arizona Revised Statutes and City Ordinance. The City's investment policy stresses safety above yield.

Interest Earnings Adopted Budget to Actual/Estimate* (in millions)		
Fiscal Year	Adopted Budget	Actual/Estimate*
2004/05	\$0.4	\$0.4*
2003/04	\$0.2	\$0.3*
2002/03	\$0.3	\$0.3
2001/02	\$0.7	\$0.5

Transfers-In to the Fleet Management Fund are for new vehicle purchases budgeted in other funds and transferred into the Fleet Management fund or the actual purchase. No new vehicle transfers are included in the proposed FY 2004/05 budget.

Fleet Management Fund Expenditures By Expenditure Type

The direct operating expenditures of the Fleet Management Fund are divided into the following four major expenditure categories:

Personal Services budget of \$2.6 million represents 25.0% of the FY 2004/05 Fleet Management Fund operating budget. The proposed FY 2004/05 personal services budget increased \$0.1 million or 6.0% from the FY 2003/04 adopted budget. Major personal services cost drivers in the budget include increases in health insurance costs and retirement system costs, a proposed 2.5% salary market adjustment, and an additional 4.0 FTEs with staggered hire dates starting in March 2005 for maintenance support of City's municipal fire department at a cost of \$44,192.

Personal Services Adopted Budget to Actual/Estimate* (in millions)		
Fiscal Year	Adopted Budget	Actual/Estimate*
2004/05	\$2.6	\$2.6*
2003/04	\$2.5	\$2.5*
2002/03	\$2.6	\$2.3
2001/02	\$2.6	\$2.4

Contractual Services budget of \$0.7 million represents 6.7% of the FY 2004/05 Fleet Management Fund operating budget. The proposed FY 2004/05 contractual services budget increased 2.0% from the FY 2003/04 adopted budget.

Contractual Services Adopted Budget to Actual/Estimate* (in millions)		
Fiscal Year	Adopted Budget	Actual/Estimate*
2004/05	\$0.7	\$0.7*
2003/04	\$0.7	\$0.7*
2002/03	\$0.7	\$0.7
2001/02	\$0.7	\$0.7

Commodities budget of \$3.5 million represents 33.0% of the FY 2004/05 Fleet Management Fund operating budget. The proposed FY 2004/05 commodities services budget increased \$0.3 million from the FY 2003/04 adopted budget related to increased prices for gas, as well as petroleum-based products and supplies.

Commodities Adopted Budget to Actual/Estimate* (in millions)		
Fiscal Year	Adopted Budget	Actual/Estimate*
2004/05	\$3.5	\$3.5*
2003/04	\$3.2	\$3.2*
2002/03	\$3.3	\$3.5
2001/02	\$3.5	\$3.0

Capital Outlay budget of \$3.6 million represents 34.6% of the FY 2004/05 Fleet Management Fund operating budget. The proposed FY 2004/05 capital outlay budget remains flat with the FY 2003/04 adopted budget.

Capital Outlay Adopted Budget to Actual/Estimate* (in millions)		
Fiscal Year	Adopted Budget	Actual/Estimate*
2004/05	\$3.6	\$3.6*
2003/04	\$3.5	\$3.5*
2002/03	\$5.4	\$3.9
2001/02	\$4.8	\$4.6

Fleet Management Fund Balance

The Fleet Management Fund balance varies primarily due to the vehicle replacement schedule. The portion of internal charges to programs for replacement vehicles is evenly spread over the expected life of the vehicles. This charge becomes revenue to the Fleet Management Fund and is representative of the replacement charge for many vehicles with differing useful lives. Therefore, the revenue does not vary significantly by year, but the year in which vehicles are purchased may vary significantly if, for example, several large, expensive vehicles are scheduled for replacement in a single year. The fund balance at the end of each year includes the accumulated balance to be used for future year vehicle purchases.

The ending FY 2004/05 fund balance is projected to be \$9.3 million, which remains level with the FY 2003/04 year-end estimate.

See glossary for
Expenditure Type
definitions.

Self-Insurance Fund

Fund Purpose

The Self-Insurance Fund is used to account for the City's self-insurance program. Revenue to this fund is derived from charges to user programs. This fund provides coverage of unemployment, self-insured benefits, workers' compensation, property, and liability claims.

Self-Insurance Fund Revenues and Transfers-In

Internal Charges (Property & Liability Insurance) represent approximately 22.0% of this fund's operating resources. These charges are comprised of a self-insurance charge covering general and auto liability/physical damages, workers' compensation, unemployment taxes and property charges. The FY 2004/05 budget of \$4.1 million remains flat with the FY 2003/04 year-end estimate.

Internal Charges Adopted Budget to Actual/Estimate* (in millions)		
Fiscal Year	Adopted Budget	Actual/Estimate*
2004/05	\$4.1	\$4.1*
2003/04	\$4.1	\$4.1*
2002/03	\$4.3	\$4.1
2001/02	\$4.7	\$4.7

Group Health and Dental (Employer/Employee) represent approximately 70.0 % of this fund's operating resources. These charges are comprised of employer and employee contributions toward the City being fully self-insured. The FY 2004/05 budget of \$13.2 million reflects the first year of full self-insured status by the City.

Group Health and Dental Adopted Budget to Actual/Estimate* (in millions)		
Fiscal Year	Adopted Budget	Actual/Estimate*
2004/05	\$13.2	\$13.2*
2003/04	-	-
2002/03	-	-
2001/02	-	-

Interest Earnings are generated on idle Self-Insurance Fund cash balance throughout the year. This revenue is a function of the relationship between the available cash balance and interest rate. The City earns interest on idle funds through various investment vehicles in accordance with Arizona Revised Statutes and City Ordinance. The City's investment policy stresses safety above yield. The FY 2004/05 budget of \$0.4 million, which now includes interest earnings pertaining to Group Healthcare, reflects a \$0.2 million increase from the FY 2003/04 year-end estimate.

Interest Earnings Adopted Budget to Actual/Estimate* (in millions)		
Fiscal Year	Adopted Budget	Actual/Estimate*
2004/05	\$0.4	\$0.4*
2003/04	\$0.2	\$0.2*
2002/03	\$0.3	\$0.3
2001/02	\$0.8	\$0.5

Tort Claims (Property Taxes) reimburse the City for the actual cost of liability claim judgments during the most recent calendar year, as allowed by the Arizona Attorney General. Claim judgments are paid from the Self-Insurance Fund – an Internal Service Fund – and therefore, the reimbursement becomes revenue to this fund. The FY 2004/05 budget of \$0.4 million reflects a decrease of \$0.2 million from the FY 2003/04 year-end estimate, which is attributable to fewer liability claim judgments paid by the City in the prior year.

Property Taxes Adopted Budget to Actual/Estimate* (in millions)		
Fiscal Year	Adopted Budget	Actual/Estimate*
2004/05	\$0.4	\$0.4*
2003/04	\$0.6	\$0.6*
2002/03	\$1.0	\$0.6
2001/02	\$0	\$0.6

Transfers-In total \$0.6 million from the General Fund to address anticipated rate increases and future actuarially determined funding needs.

INTERNAL SERVICE FUNDS

Budget by Fund

Self-Insurance Fund Expenditures By Expenditure Type

The direct operating expenditures of the Self-Insurance Fund are divided into the following three major expenditure categories plus transfers-out:

Personal Services budget of \$0.5 million represents 9.6% of the FY 2004/05 Self-Insurance Fund budget. The proposed FY 2004/05 personal services budget increased 3.0% from the FY 2003/04 adopted budget. The budget does not include any additional positions. Major personal services cost drivers in the budget include increases in health insurance costs and retirement system costs, and a proposed 2.5% salary market adjustment.

Personal Services Adopted Budget to Actual/Estimate* (in millions)		
Fiscal Year	Adopted Budget	Actual/Estimate*
2004/05	\$0.5	\$0.5*
2003/04	\$0.5	\$0.5*
2002/03	\$0.5	\$0.5
2001/02	\$0.5	\$0.5

Contractual Services budget of \$4.7 million represents 90.4% of the FY 2004/05 Self-Insurance Fund budget. The proposed FY 2004/05 contractual services budget remains flat with the FY 2003/04 adopted budget.

Contractual Services Adopted Budget to Actual/Estimate* (in millions)		
Fiscal Year	Adopted Budget	Actual/Estimate*
2004/05	\$4.7	\$4.7*
2003/04	\$4.7	\$4.7*
2002/03	\$4.6	\$4.3
2001/02	\$3.9	\$5.2

Commodities budget of \$42,500 represents less than 1.0% of the FY 2004/05 Self-Insurance Fund budget. The proposed FY 2004/05 commodities budget remains consistent with the FY 2003/04 adopted budget.

Commodities Adopted Budget to Actual/Estimate* (in millions)		
Fiscal Year	Adopted Budget	Actual/Estimate*
2004/05	\$42,500	\$42,500*
2003/04	\$0.1	\$0.1*
2002/03	\$0.2	\$0.1
2001/02	\$0.1	\$0.1

Transfers-Out budget of \$11,000 will be sent to the CIP fund for replacement of technical equipment.

Self-Insurance Fund Balance

The Self-Insurance Fund balance is maintained to provide for coverage of unemployment, self-insured benefits, workers' compensation, property and liability claims. The required fund balance is actuarially determined on an annual basis.

The ending FY 2004/05 fund balance is projected to be \$20.1 million, which is an increase of \$2.1 million from the FY 2003/04 year-end estimate.

Trust Funds

Description

This fund is used to account for assets "held in trust" by the City. The City holds the funds in a trustee capacity as defined by the Governmental Accounting Standards Board (GASB) Statement No. 34. All funds not expended in the current fiscal year are carried over to the next fiscal year to continue funding the intended purpose. The City maintains the following three Trust Funds.

Streetlight Districts & Downtown Enhanced Service District

Fund Purpose

Used to account for proceeds received by property owners in return for the City providing agreed-upon increased levels of municipal services beyond the standard level of core City service. The FY 2004/05 proposed budget is \$1,055,300 and will be used to pay for contractual services.

Mayor's Committee for Employment of the Handicapped

Fund Purpose

Used to account for proceeds for programs and activities to promote employment of handicapped individuals. The FY 2004/05 proposed budget is \$10,000 and will be used to pay for contractual services.

Scottsdale Memorial Hospital Redevelopment

Fund Purpose

Used to account for expenditures related to the development of the Scottsdale Memorial Hospital area. The FY 2004/05 proposed budget is \$435,400 and will be used to pay for capital outlay.



Five-Year Capital Improvement Plan

The material presented in this section provides an overview of the City's CIP development process, project evaluation criteria, funding sources, operating impacts associated with capital projects, and a capital projects list, for further detail see Volume Three.

The capital budget authorizes and provides the basis for control of expenditures for the acquisition of significant City assets and construction of all capital facilities. A five-year Capital Improvement Plan (CIP) is developed and updated annually, including anticipated funding sources. Capital budget appropriations lapse at the end of the fiscal year; however, they are re-budgeted until the project is complete and capitalized. As capital improvement projects are completed, the operation of these assets is funded in the Program Operating Budget.

The Program Operating Budget authorizes and provides the basis for control of operating expenditures for both internal and citizen services, including operating and maintaining new capital facilities. Program Operating Budget appropriations lapse at the end of the fiscal year. The Program Operating Budget is funded with recurring annual revenues such as taxes, licenses, fines, user fees, and interest income.

The following guidelines determine what is a CIP project:

- Relatively high monetary value (at least \$25,000)
- Long life (at least five years)
- Results in creation of a fixed asset, or the revitalization of a fixed asset

Included within the above definition of a Capital project are the following items:

- Construction of new facilities
- Remodeling or expansion of existing facilities
- Purchase, improvement and development of land
- Operating equipment and machinery for new or expanded facilities
- Planning and engineering costs related to specific capital improvements
- Street construction, reconstruction, resurfacing or renovation

In general, automotive and other rolling stock, personal computers, and other equipment not attached to or part of new facilities are not to be included as a CIP project. The exception to this is when the total dollar amount of all the items are of a considerable value that they are grouped together and considered as a single capital project.

The City of Scottsdale uses two cross-departmental CIP Coordination Teams, one for review of construction related projects and the other for review of technology related projects. The **Construction Review Team** (see appendix for a list of staff names) consists of seven individuals from a variety of programs and professional disciplines to review project submissions and ensure that:

- Projects are scoped properly (a building has ADA access, includes telephones, computers, etc.)
- Infrastructure components are coordinated (a waterline is installed at the same time as a roadway improvement at a specific location)
- Long-term operating impacts are included in estimates (staffing, utility and maintenance costs are considered)
- Timeframes for construction activity and cash flow requirements are realistic
- Projects are coordinated geographically (i.e., not more than one north/south major thoroughfare is restricted at a time), and
- Project costs are reviewed to determine the adequacy of the budget and appropriate funding sources

The **Technology Review Team** (see appendix for a list of staff names) included eight individuals from a variety of programs to review technology project submissions and ensure that:

- Project meets City's current hardware, software and security standards
- If technology will be accessed from remote locations what network bandwidth requirements are needed to support the application
- Long-term operating impacts are included in estimates (training, maintenance and support)
- Who is responsible for funding ongoing maintenance of hardware, operating system, application and database, if applicable
- Who is responsible for day-to-day support

- Does the system require after hours technical support
- Includes funding to cover ongoing monthly communication costs associated with the system, if applicable
- Backups and data retention have been considered
- Disaster recovery and security considerations have been taken into account

While these examples are not exhaustive they provide excellent examples of the value added through project review by cross-departmental teams.

Each department was required to submit both new project requests and justifications to the applicable CIP review team. If the review teams had questions concerning a request the departments were asked to clarify the issue to assist the review team in prioritizing the project against all City needs.

After this far-reaching review process the CIP Review Teams prioritize the program. Projects are prioritized based on City Council's Broad Goals, department priorities, anticipated funding sources, and during the first review the International City/County Management Association (ICMA) Project Prioritization Matrix as adjusted for the City of Scottsdale. The ICMA Prioritization Criteria were obtained from Capital Projects: New Strategies for Planning, Management, and Finance, Copyright 1989, pp 85-87.

The twelve prioritization criteria used by Scottsdale for construction related projects are:

1. **Capital Cost** - This element is for the total cost of constructing or installing the proposed work. Of particular concern in assigning a score for this element is the question of what makes a project a high or low priority. For purposes of this evaluation, use the following rating range:

CAPITAL COST	SCORE
Under \$100,000	5
\$100,000 - \$1,000,000	4
\$1,000,000 - \$5,000,000	3
Over \$5,000,000	2

This "forced" scoring should not be considered adversely with respect to an individual project. It is simply an acknowledgment of the current tight financial status of CIP funds. A project that is relatively expensive that should be deemed an overall high priority project will have its rank bolstered by other evaluation elements in which it will receive high rating scores.

2. **Annual Recurring Costs** - The expected change in operation and maintenance costs. Program operating departments provide year-by-year estimates of the additional costs or reductions likely in the program budget because of the new project. Also to be considered are changes in revenues that may be affected by a project, for example, the loss in property taxes incurred when private land is used for a capital project. See Capital Projects Operating Impacts schedule on page ??? of this section.
3. **Health and Safety Effects** - This criterion includes health-related environmental impacts like reductions/increases in traffic accidents, injuries, deaths, sickness due to poor water quality, health hazards due to sewer problems, etc.
4. **Community and Citizen Benefits** - Economic impacts such as property values, the future tax base, added jobs, income to citizens, changes in business income, and the stabilization (or revitalization) of neighborhoods. Such impacts may apply more to capital projects related to growth and expansion than to infrastructure maintenance although deteriorating structures can adversely affect business.
5. **Environmental, Aesthetic, and Social Effects** - A catch-all criterion for other significant quality-of-life-related impacts, this includes community appearance, noise, air and water pollution effects, households displaced, damage to homes, effect on commuters, changes in recreational opportunities, etc.
6. **Distributional Effects** - Estimates of the number and type of persons likely to be affected by the project and nature of the impact; for instance, explicit examination of project impact on various geographical areas; on low-moderate income areas; and on specific target groups. Equity issues are central here - who pays, who benefits, and the social goals of the jurisdiction.
7. **Public Perception of Need** - This criterion refers to project assessment of (a) the extent of public support; (b) interest group advocacy and/or opposition.
8. **Feasibility of Implementation** - This element is a measure of (a) special implementation problems (e.g., physical or engineering restraints) and (b) compatibility with the General Plan.
9. **Implication of Deferring the Project** - Deferring capital projects is tempting for hard-pressed governments but an estimate of the possible effects, such as higher future costs and inconvenience to the public, provides valuable guidance in proposal assessment.

10. **Uncertainty of Information Supplied** - Amount of uncertainty and risk - For each proposal, each of the above criteria will have associated with it some degree of uncertainty as to cost estimates, effect on service quality, or impact of new procedures. When substantial uncertainties exist regarding any of the evaluation criteria for any proposal, the City should consider estimating, at least in broad terms, the amount of uncertainty — probability of occurrence — and the magnitude of the likely negative consequences. Few cities generate such information but even “educated guesses” are useful here.
11. **Effect on Interjurisdictional Relationships** - Possible beneficial/adverse effects on relationships with other jurisdictions or quasi-governmental agencies in the area constitute this criterion. Such effects, e.g., waste disposal via landfills in other jurisdictions, are likely to require special regional coordination and could impair the proposal's attractiveness.
12. **Mayor and City Council's Broad Goals** - If a capital project directly addresses the Mayor and City Council's Broad Goals, the relative attractiveness of that project increases.

The ten prioritization criteria used by Scottsdale for technology related projects are:

1. **Capital Cost** - This element is for the total cost of constructing or installing the proposed work. Of particular concern in assigning a score for this element is the question of what makes a project a high or low priority. For purposes of this evaluation, use the following rating range:

CAPITAL COST	SCORE
Under \$100,000	5
\$100,000 - \$1,000,000	4
\$1,000,000 - \$5,000,000	3
Over \$5,000,000	2

Again, this “forced” scoring should not be considered adversely with respect to an individual project. It is simply an acknowledgment of the current tight financial status of CIP funds. A project that is relatively expensive that should be deemed an overall high priority project will have its rank bolstered by other evaluation elements in which it will receive high rating scores.

2. **Annual Recurring Costs** - This element reflects other costs relative to a proposed project, including operation and maintenance costs, licensing costs, and potential revenues generated by the completed project. If a project has potentially high O&M and licensing costs, then a lower rating should be assigned. If a project has the potential of generating revenues, then a higher rating should be assigned. Overall, the score for this element should reflect a compilation of all three factors. See Capital Projects Operating Impacts schedule on page ??? of this section.
3. **Technological Infrastructure** - This criterion refers to projects required to maintain the technology infrastructure for essential City operations. This would include such items as networks and servers; telephone PBX, extension or improvements to the Wide Area Network for remote locations, etc. Projects that include elements related to these items would necessarily be scored higher than projects that don't support the integrity of the technology infrastructure.
4. **Service Enhancement And Staff/Citizen Benefits** - This element considers the impacts that a project may have on service and the benefits the project may offer to citizens or staff members. This criterion should be viewed in terms of the numbers of citizens or staff members that may benefit from the project and how a service may be enhanced by the project.
5. **Distributional (Cross-Departmental) Effects** - This element deals with the extent of influence of a proposed project. The impacts and benefits may be spread over the community at-large or to a specific geographic area or to the entire City staff or to specific City staff at specific locations.

An example of a project that would receive a higher rating score would be a utility billing project where almost all citizens would benefit from the project and some staff members also benefit. Compare this to a transit technology project that targets a specific population, and benefits a limited number of staff members.

6. **Feasibility of Implementation** - This element is a measure of: (a) special implementation problems, e.g. physical and engineering restraints and (b) compatibility with the City's overall Technology Plan. A project would be considered for higher rating score if it has few restraints to accomplish it and is also compatible with the overall Technology Plan.
7. **Implication of Deferring the Project** - This element accounts for the downside risk incurred for deferring a project, such as higher future costs, loss of contributions, continued inconvenience to the public and staff, possible constraints to network capacity, deterioration of the City's technology infrastructure or legal liability. In this evaluation, increased implications for delaying a project translates into a higher rating score.

Projects that address the limitations of a system or software package that may render a system unusable if corrective measures are not taken would score high for this element. In addition, a lower score might be in order if future lower costs associated with technology would come into the equation.

8. **Uncertainty of Information Supplied** - This element measures the success potential of a proposed project. Rating scores should be awarded based on the accuracy of information given by the proposing department, the detail of cost estimates, and the potential of the project going awry due to its very nature. Lower rating scores will be assigned for projects that, basically, have insufficient information to allow a "good" review of the project for prioritization.
9. **Effect on Regional Governance** - Rating scores should be determined based on the possible beneficial or adverse effects on a proposed project due to relationships with other jurisdictions or quasi-governmental agencies in the area. Such effects may require special regional coordination that could directly impact the success or scheduling of a project. The identification of such impacts may result in lower rating scores until such issues are resolved.
10. **Mayor and City Council's Broad Goals** - The question to answer is simply "does it or doesn't it" and, if the proposed project does, to what degree are the Mayor and City Council's Broad Goals being met?

After all proposed projects are prioritized using this criteria, the list of projects is reviewed from two more viewpoints: (1) Does the list stand an "intuitive check"? Do projects fall in the priority order that was "anticipated"?; and (2) Are there any linkages between projects? Are any projects related to each other in such a manner that having them accomplished concurrently would be advantageous? What about sequencing or timing? Are any projects dependent on the completion of other projects? Adjustments to the priority list may be necessary dependent on this final review.

The prioritized projects are subsequently reviewed by the City Manager, Assistant/Deputy City Manager, Chief Financial Officer, Budget Director, CIP Coordinator and various General Managers. Then the recommended five-year CIP Plan is reviewed by the City Council Budget Subcommittee and by the full City Council during budget work study sessions and public hearings prior to budget adoption.

Capital Improvement Plan - Funding Sources

The Capital Improvement Plan uses funding from prior year carryovers. Prior year carryovers are "blended" funding from the various funding sources described below. For FY 2004/05 – 2008/09 the funding added to the prior year carryovers includes 2000 voter-approved bonds and Preservation G.O. Bonds. These General Obligation Bonds, together with Municipal Property Corporation Bonds, provide the bond-funded portion of the plan, which is approximately 33.1% of the CIP funding in FY 2004/05 – 2008/09. Approximately 66.9% of Scottsdale's FY 2004/05 – 2008/09 CIP is funded with pay-as-you-go revenues which include development fees, dedicated sales tax revenues and contributions from fund balance transfers. The following pie chart represents funding source percentages for FY 2004/05 – 2008/09, while the table presents the five-year comparison of the funding sources on a cash flow basis.

Funding sources for the CIP are presented on a cash flow basis. These revenue sources are presented in the period that the revenue is expected to be collected. Funding sources include estimated balances on hand at the beginning of the period as well as revenue expected to be received during the period. As a result of presenting revenue on the cash basis, pay-as-you-go funding sources do not equal budgeted expenditures in each period, sometimes creating a fund deficit as cash accumulates for project expenditures in subsequent years.

All potential capital funding resources are evaluated to ensure equity of funding for the CIP. Equity is achieved if the beneficiaries of a project or service pay for it. For example, general tax revenues and/or general obligation bonds appropriately pay for projects that benefit the general public as a whole. User fees, development fees, and/or contributions pay for projects that benefit specific users. Other factors considered when funding the capital plan are whether the financing method provides funding when needed and the financial costs associated with the funding source. The following summarizes some of the funding sources for the CIP.

General Obligation (G.O.) Bonds are bonds that are secured by the full faith and credit of the issuer. General Obligation Bonds issued by local units of government are secured by a pledge of the issuer's property taxing power, and must be authorized by the electorate.

Municipal Property Corporation (MPC) Bonds are issued by the Municipal Property Corporation, a non-profit corporation established to issue bonds to fund City capital improvements. The debt incurred by the corporation is a City obligation, but does not require voter approval. The repayment of MPC debt is financed by pledged excise taxes.

Preserve Bonds represent debt issuances related to land acquisition in the McDowell Mountain Sonoran Preserve. The 1998 election expanded the recommended study boundary (RSB) from the original 12,876 acres to 36,400 acres and this budget provides for authority to continue preservation efforts. Preserve debt is repaid by a dedicated 0.2% sales tax authorized by the voters in 1995.

Water & Sewer Development Fees are revenues received from developers when new construction developments are made. These fees are based upon the increased costs of providing additional infrastructure and services in the development areas.

Contributions represent amounts paid by other organizations to pay for capital projects. Other contributions come from developers to pay for capital projects in development areas.

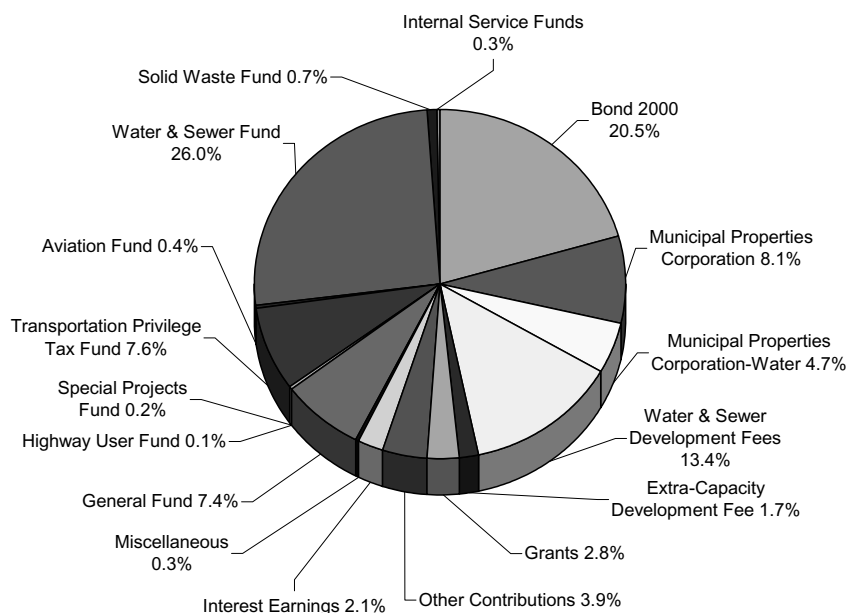
Tourism – Bed Tax represents revenues received from privilege tax on hotel and motel room rentals within the City. These funds pay for capital projects that increase tourism.

General Fund transfers represent the pay-as-you-go contribution from general revenues for capital projects without a dedicated funding source.

Water & Sewer Funds are utility bill revenues received from the sale of domestic water and the fees collected for the disposal of sanitary sewer waste from customers within the City. Water & Sewer operating revenues in excess of operating expenditures are transferred to CIP to fund water and sewer projects.

Transportation Privilege (Sales) Tax represents revenues received from the 1989 voter approved 0.2% sales tax on local retail and other sales.

Prior year Carryovers are committed funds from prior year purchase orders that are rebudgeted until they are expended and uncommitted funds rebudgeted until the projects are completed.



FIVE-YEAR PLAN SUMMARY

Capital Improvement Plan

Proposed FY 2004/05 Budget Five-Year Financial Plan Capital Improvement Plan (in thousands)					
	Proposed 2004/05	Forecast 2005/06	Forecast 2006/07	Forecast 2007/08	Forecast 2008/09
Source of Funds:					
Beginning Fund Balance *	402,148.0	249,568.9	183,264.9	113,256.7	70,448.5
Revenues					
Bonds/Contracts					
General Obligation	-	67,000.0	35,000.0	14,000.0	19,000.0
Municipal Properties Corporation	25,100.0	28,027.5	-	-	-
Municipal Properties Corporation-Water		18,000.0	-	13,000.0	-
Pay-As-You-Go					
Water & Sewer Development Fees	16,779.5	17,199.0	17,629.0	18,069.7	18,521.4
Extra Capacity Development Fee	-	-	-	-	11,000.0
Grants	8,199.9	4,392.3	4,976.1	180.0	713.0
Other Contributions	16,701.0	6,856.0	1,814.0	150.0	150.0
Interest Earnings	2,758.3	3,075.1	2,954.8	2,820.5	2,362.3
Miscellaneous	1,065.4	150.3	635.3	150.3	0.3
Subtotal	70,604.1	144,700.2	63,009.2	48,370.5	51,747.0
Transfers In					
General Fund	12,502.9	10,356.5	11,181.7	8,328.9	6,196.3
Highway User Fund	74.8	73.0	73.7	73.7	73.7
Special Projects Fund	613.7	683.5	1.8	2.0	2.0
Transportation Privilege Tax Fund	9,398.7	9,699.5	10,039.0	10,390.3	10,702.0
Aviation Fund	823.9	463.9	19.1	533.8	661.8
Water & Sewer Fund	23,986.6	27,761.9	37,346.3	39,338.9	42,612.8
Solid Waste Fund	279.9	81.4	460.2	336.5	3,618.5
Internal Service Funds	1,653.2	37.0	37.1	37.6	37.6
Subtotal	49,333.7	49,156.7	59,158.8	59,041.7	63,904.8
Sub-Total Revenues & Transfers In	119,937.8	193,856.9	122,168.0	107,412.2	115,651.7
Total Sources of Funds	522,085.8	443,425.8	305,432.9	220,668.8	186,100.2
Use of Funds:					
Community Facilities	134,225.1	38,412.9	20,703.6	6,419.7	790.6
Preservation	108,741.3	200.0	2,000.0	-	-
Neighborhood Drainage & Flood Control	22,456.8	16,496.9	6,634.6	150.0	-
Public Safety	51,194.2	14,857.6	979.0	6.5	4,075.1
Service Facilities	21,387.8	5,358.9	12,248.3	5,506.5	8,676.5
Transportation	139,285.3	52,008.3	37,814.7	17,670.0	15,161.0
Water Services	253,037.4	48,255.2	30,657.0	54,921.0	13,588.0
Prior Year Unexpended *	-	464,369.1	386,356.5	311,726.1	252,643.8
Total Capital Improvement Plan Budget	730,327.9	639,958.9	497,393.7	396,399.8	294,935.0
Less: Estimated Inception to Date Expenditures	(265,958.8)	(253,602.4)	(185,667.5)	(143,756.0)	(108,163.6)
Subtotal: Unexpended at Year End	464,369.1	386,356.5	311,726.1	252,643.8	186,771.4
Transfers Out					
To Water/Sewer Operating Funds	6,558.1	6,558.5	6,508.7	6,464.3	6,408.9
Subtotal	6,558.1	6,558.5	6,508.7	6,464.3	6,408.9
Total Use of Funds	272,516.9	260,160.9	192,176.2	150,220.3	114,572.5
Ending Fund Balance	249,568.9	183,264.9	113,256.7	70,448.5	71,527.7

* Prior year unexpended sources and uses of funds are estimated and included in Beginning Fund Balance (Sources) or by program (Uses).

Capital Project List

The following is a summary of the capital projects listed in alphabetical order that are included in the City's five-year Capital Improvement Plan (CIP) for the period FY 2004/05 through FY 2008/09. Please note only the first year (FY 2004/05) of the CIP is adopted by the City Council. Subsequent years are presented solely for long-term planning purposes and may be funded in future periods, based on emerging community priorities and available funding. Further project detail such as project descriptions, specific funding source(s) and geographic location of the project are included in Volume Three. The column on the right-hand side of the matrix indicates the specific page cross-reference in Volume Three where the project detail can be found.

PROJECT LIST

Project #	Project Name	Estimated Expenditures	Proposed	Forecast	Forecast	Forecast	Forecast	Total	Volume 3
		Thru 06/30/04	2004/05	2005/06	2006/07	2007/08	2008/09		Page #
									Ref.
F2101	104th St Storm Drain/Cactus-Cholla	(97.5)	225.0	-	-	-	-	225.0	19
P0403	124th Street Access Area Amenities	-	1,526.1	-	-	-	-	1,526.1	19
V0402	91st Ave - Salt River Outfall Rehabilitation	(1,750.2)	7,000.0	1,000.0	1,000.0	-	-	9,000.0	19
V6402	91st Ave Waste Water Treatment Plant	(35,025.1)	40,636.0	4,000.0	5,000.0	6,000.0	3,000.0	58,636.0	20
V9901	91st Ave WWTP - UP01 Expansion	(20,029.0)	34,632.0	8,000.0	1,000.0	1,000.0	5,000.0	49,632.0	20
S9903	96th Street – Shea Blvd to Sweetwater Blvd	(712.8)	3,589.0	-	-	-	-	3,589.0	20
New	ABC Building Bathroom Remodel	-	40.0	-	-	-	-	40.0	21
B8805	Accessibility-Facility Modifications	(765.6)	1,330.2	250.0	250.0	218.2	200.0	2,248.4	21
A0308	ADOT E3S12 Design	(22.5)	200.2	-	-	-	-	200.2	21
A0409	ADOT E4S39 Security Improvements	(147.5)	284.6	-	-	-	-	284.6	22
V0204	Advanced Water Treatment Plant - Phase 3	(271.4)	9,750.0	-	-	-	-	9,750.0	22
New	AFIS Replacement	-	148.1	20.7	139.2	-	-	308.0	22
P0302	Aging Park Facility Renovations	(684.3)	4,497.3	-	-	-	-	4,497.3	23
P0204	Aging Parks - Chaparral Pool Building	(1,133.0)	1,605.0	-	-	-	-	1,605.0	23
n/a	Airport Parking Lot Lighting Upgrades	-	76.5	-	-	-	-	76.5	23
A0408	Airport Perimeter Blast Fence	(144.2)	189.4	-	-	-	-	189.4	24
A0401	Airport Security Fencing	-	250.0	-	-	-	-	250.0	24
A0302	Airport Terminal Area Renovations	-	110.0	380.0	-	503.1	503.2	1,496.3	24
W2105	Alameda/122nd St Booster Pump Station	(18.6)	150.0	700.0	700.0	-	-	1,550.0	25
New	Apron Pavement Overlay(PMMP)-Delta,Shades, Term	-	1,081.0	-	-	-	-	1,081.0	25
New	Apron Pavement Reconstruction-Corporate Jets	-	-	-	-	-	751.0	751.0	25
P0201	Arabian Library Phase II	(478.9)	479.5	8,172.5	-	-	-	8,652.0	26
W3705	Architect / Engineer Services	(1,423.7)	1,710.0	-	150.0	-	-	1,860.0	26
W2106	Arsenic Mitigation Treatment	(2,206.7)	34,500.0	15,000.0	10,000.0	-	-	59,500.0	26
P8740	Art In Public Places	(3,189.5)	5,235.4	379.0	421.9	147.3	115.6	6,299.2	27
T9005	Arterial Roadway Street Lighting	(227.3)	828.1	-	-	-	-	828.1	27
New	Asset Consolidation	-	2,000.0	-	-	-	-	2,000.0	27
F8410	Automated Flood Warning System-North Area	(21.0)	194.4	-	-	-	-	194.4	28
New	Aviation Grant Match Contingency	-	150.0	-	-	-	-	150.0	28
A0301	Aviation Noise Exposure Maps	(317.6)	340.9	-	-	-	-	340.9	28
M9911	Barcode Equipment for Property Ev/Asset Tracking	(23.5)	97.9	-	-	-	-	97.9	29
n/a	Bell Road-94th St to Thompson Peak Parkway	-	505.0	4,541.0	-	-	-	5,046.0	29
P0704	Bikeways Program	(1,340.6)	3,776.5	2,370.0	3,300.0	1,460.3	1,500.0	12,406.8	29
W9903	Booster Station Upgrades	(235.3)	575.0	-	-	-	-	575.0	30
T8110	Bus Bay Improvement Program	(84.4)	1,872.2	550.0	575.0	600.0	625.0	4,222.2	30
T1702	Bus Shelters Program	(549.8)	1,783.1	404.0	-	550.0	-	2,737.1	30

PROJECT LIST

Capital Improvement Plan

Project #	Project Name	Estimated Expenditures	Proposed	Forecast	Forecast	Forecast	Forecast	Total	Volume 3 Page #
		Thru 06/30/04	2004/05	2005/06	2006/07	2007/08	2008/09		Ref.
G9001	Buses Expansion	(1,818.2)	3,852.6	0.0	2,940.0	-	-	6,792.6	31
S2102	Cactus Rd - Freeway to Frank Lloyd Wright Blvd	(873.6)	8,650.4	-	-	-	-	8,650.4	31
S0301	Camelback Rd - 64th to 68th St	(220.1)	1,474.4	-	-	-	-	1,474.4	31
New	Camelback/Scottsdale and Marshall Way	-	1,000.0	-	-	-	-	1,000.0	32
P0205	CAP Basin Lighted Sports Complex	(932.8)	12,428.2	-	-	-	-	12,428.2	32
W0301	CAP Hayden - Shea Water Connection	(759.7)	12,000.0	-	-	-	-	12,000.0	32
W0202	CAP Plant Expansion	(2,710.1)	31,400.0	3,000.0	3,000.0	20,000.0	-	57,400.0	33
P0206	Chaparral Park Extension	(222.2)	4,412.7	-	-	-	-	4,412.7	33
W9911	Chaparral Water Treatment Plant	(14,779.4)	78,357.9	-	-	-	-	78,357.9	33
W4702	Chaparral WTP Influent Wateline	(903.4)	5,242.8	-	-	-	-	5,242.8	34
W0302	Chaparral WTP Water Distribution System	(250.8)	9,500.0	-	-	-	-	9,500.0	34
T4701	CIP Advance Planning Program	(1,804.8)	2,183.0	200.0	200.0	200.0	200.0	2,983.0	34
M8838	City Attorney - Automate Criminal Justice System	(185.1)	250.0	-	-	-	-	250.0	35
M0402	City Attorney - Legal Case Matter Management System	-	160.0	-	-	-	-	160.0	35
B0404	City Hall/Kiva Electrical Upgrade	-	300.0	-	-	-	-	300.0	35
V9902	Citywide Flow Monitoring	(440.2)	910.0	-	-	-	-	910.0	36
n/a	Civic Center East - Drainage Improvement	-	131.1	1,328.1	-	-	-	1,459.2	36
D0203	Civic Center Mall Renovations Phase II	(23.4)	23.5	-	-	-	-	23.5	36
n/a	Community Services-Class System Upgrades	-	87.4	-	-	-	-	87.4	37
New	Container Repair Facilities	-	-	-	-	318.0	-	318.0	37
New	Core North/South Sewer	-	567.0	322.0	87.5	802.5	819.0	2,598.0	37
New	Core North/South Water	-	567.0	322.0	87.5	802.5	819.0	2,598.0	38
M0301	Courts - Case Management System	-	80.0	-	-	-	-	80.0	38
New	Courts-Customer Service Enhancement	-	225.0	-	-	-	-	225.0	38
n/a	Courts-Expansion	-	10.0	580.0	-	-	-	590.0	39
M0202	Courts - IVR	-	40.0	-	-	-	-	40.0	39
n/a	Courts-Security Area Remodel	-	2.5	101.7	-	-	-	104.2	39
M0306	Courts - Videoconferencing	-	55.6	-	-	-	-	55.6	40
E0204	Crime Laboratory Equipment Replacement	(129.1)	342.0	16.9	-	-	-	358.9	40
W8515	Deep Well Recharge / Recovery Facilities	(480.5)	3,100.0	-	1,000.0	-	1,000.0	5,100.0	40
A0403	Design Projects-04/05-05/06	-	237.6	73.6	34.5	200.1	-	545.8	41
n/a	Disabled Aircraft Removal Dolly	-	31.8	-	-	-	-	31.8	41
New	District 1 Police Facilities	-	1,386.0	8,558.2	826.8	-	-	10,771.0	41
B2104	District 2 Expansion	(775.1)	782.6	-	-	-	-	782.6	42
New	District 3 Expansion	-	505.3	-	-	-	-	505.3	42
New	Document Management System-City Attorney	-	247.0	-	-	-	-	247.0	42
M0403	Document Management System-City Clerk	(0.4)	248.5	-	-	-	-	248.5	43
M9906	Document Management System-Courts	(0.9)	350.0	-	-	-	-	350.0	43
n/a	Document Management System-Customer Services	-	-	391.0	-	-	-	391.0	43
D6508	Downtown Directional Signs	(24.9)	40.0	-	-	-	-	40.0	44
D0401	Downtown Electrical Upgrades	(2.8)	900.0	450.0	-	-	-	1,350.0	44
D0402	Downtown Façade Program	-	300.0	-	-	-	-	300.0	44
n/a	Downtown Lighting Improvements	-	380.0	250.0	-	-	-	630.0	45
P8734	Downtown Parking	(1,503.9)	14,201.8	-	-	-	-	14,201.8	45
P0309	Downtown Reinvestment	(149.0)	8,741.2	-	-	-	-	8,741.2	45
n/a	Downtown Restrooms	-	-	-	575.0	450.0	-	1,025.0	46
D0208	Downtown Streetscape Amenities	(135.2)	200.0	-	415.3	-	-	615.3	46
S0312	Downtown Streetscape Enhancement Fund	-	311.7	99.1	-	-	-	410.8	46
D8738	Downtown/Canal Transit Bridge	(1,846.1)	1,930.6	-	-	-	-	1,930.6	47

Project #	Project Name	Estimated Expenditures						Total	Volume 3 Page # Ref.
		Thru 06/30/04	Proposed 2004/05	Forecast 2005/06	Forecast 2006/07	Forecast 2007/08	Forecast 2008/09		
n/a	Earll/Thomas Corridor-Drainage Improvement	-	500.0	6,197.0	3,849.0	-	-	10,546.0	47
F0401	East Union Hills Interceptor Channel	(37.8)	1,940.8	2,430.1	-	-	-	4,370.9	47
New	Eldorado Ballfield Renovation	-	1,168.5	-	-	-	-	1,168.5	48
New	Expanded McDowell Sonoran Preserve	-	50,000.0	-	-	-	-	50,000.0	48
E0401	Explosive Ordnance Disposal Equipment	(122.2)	158.5	-	-	-	-	158.5	48
New	FAA Part 161-Noise Study	-	1,000.0	-	-	-	-	1,000.0	49
B9915	Facilities Repair and Maintenance Program	(1,949.4)	4,295.2	667.0	787.5	1,070.6	1,037.7	7,858.0	49
New	Fashion Square Radio Treatment	-	225.0	-	-	-	-	225.0	49
M0302	Financial Services - Automated Time & Attendance	(21.3)	300.0	-	-	-	-	300.0	50
New	Financial Services-E-Procurement	-	-	67.5	-	-	-	67.5	50
M0308	Financial Services-Hand Held Meter Reading System	(2.6)	50.0	109.3	-	-	-	159.3	50
n/a	Financial Services - IVR Tax and License	-	109.3	-	-	-	-	109.3	51
n/a	Financial Svs-Remittance Process Transport System	-	-	-	442.9	-	-	442.9	51
n/a	Financial Svs-Tax, Licensing & Alarm Billing System	-	928.0	-	-	-	-	928.0	51
New	Fire Department - Emergency Extrication Tools	-	80.0	-	-	-	-	80.0	52
B0401	Fire Stn #809-Southwest Quadrant	-	1,100.0	-	-	-	-	1,100.0	52
B0402	Fire Stn #810 - Miller & Thomas Remodel	(2.3)	168.4	-	-	-	-	168.4	52
B0205	Fire Stn #811 - McDonald & Scottsdale Expansion	(177.3)	181.1	-	-	-	-	181.1	53
B0202	Fire Stn #812 & Rescue Vehicle-Scottsdale Airport	(1,654.5)	1,802.5	-	-	-	-	1,802.5	53
New	Fire Stn #813 - Via Linda Expansion	-	25.0	243.0	-	-	-	268.0	53
E2102	Fire Stn #813 - Via Linda Vehicle & Equipment	(449.4)	556.2	-	-	-	-	556.2	54
n/a	Fire Stn #820 - Desert Mountain - permanent station	-	156.7	800.0	-	-	-	956.7	54
B0403	Fire Stn #826 - Jomax and Scottsdale Road	(1.1)	2,095.0	-	-	-	-	2,095.0	54
B9909	Fire Stn #827 - Ashler Hills & Pima	(840.2)	1,200.0	-	-	-	-	1,200.0	55
A0304	Flight Tracking System	-	60.0	-	-	-	-	60.0	55
F0302	Floodplain Acquisition Program	(1.4)	2,366.6	-	-	-	-	2,366.6	55
S0303	FLW/Via Linda Intersection	-	-	80.0	450.0	-	-	530.0	56
S0304	FLW-Scottsdale Rd to Shea	-	1,715.0	234.0	1,600.0	-	-	3,549.0	56
New	Fuel/Fleet Maintenance Facility-McKellips Service Ctr	-	1,498.9	-	-	-	-	1,498.9	56
New	Gateway to the Preserve Amenities	-	-	200.0	2,000.0	-	-	2,200.0	57
F0201	Granite Reef Watershed	-	2,714.0	-	-	-	-	2,714.0	57
S2103	Hayden Rd - Cactus to Redfield	(1,138.6)	10,112.0	-	-	-	-	10,112.0	57
S0202	Hayden Rd - Freeway to Thompson Peak Pkwy	(1,219.7)	11,459.4	-	-	-	-	11,459.4	58
S0305	Hayden and McDonald-Intersection Improvement	(373.7)	2,651.0	-	-	-	-	2,651.0	58
S0306	Hayden and Via de Ventura - Intersection Improv.	-	1,355.7	-	-	-	-	1,355.7	58
S0201	Hayden/Miller Rd - Deer Valley to Pinnacle Peak	(777.1)	1,300.0	75.0	225.0	1,469.4	-	3,069.4	59
New	Helicopter Air Support Unit Unit	-	-	-	-	-	4,075.1	4,075.1	59
P0305	Hidden Hills Trailheads Amenities	(81.4)	499.6	-	-	-	-	499.6	59
S0402	Indian Bend Rd - Scottsdale to Hayden	(273.5)	2,070.0	9,135.0	-	-	-	11,205.0	60
P9901	Indian Bend Wash Lakes Renovation	(154.7)	1,024.0	-	-	-	-	1,024.0	60
F0402	Indian School Park Watershed-Phase II	(0.3)	646.0	1,019.0	-	-	-	1,665.0	60
S0308	Indian School Rd - Drinkwater to Pima	-	900.0	3,138.0	-	-	-	4,038.0	61
New	Info. Services - Anti-Virus Replacement	-	-	-	-	-	61.1	61.1	61
New	Infor. Services - CDPD Mobile Wireless Replacement	-	213.0	-	-	-	-	213.0	61
New	Infor. Services - Enterprise Back-up Software	-	-	-	-	-	378.0	378.0	62
M0204	Infor. Services - GIS Mapping Platform Migration	(82.8)	564.0	-	-	-	-	564.0	62
M9909	Infor. Services - Network Infrastructure	(1,081.1)	1,746.9	360.8	360.8	360.8	360.8	3,190.1	62
M9921	Infor. Services - PC Equipment	(1,412.8)	3,857.9	1,256.8	1,256.8	1,256.8	1,256.8	8,885.1	63
M0205	Infor. Services - Security Investment/ Antivirus	(61.6)	298.0	29.0	-	-	-	327.0	63

PROJECT LIST

Capital Improvement Plan

Project #	Project Name	Estimated Expenditures	Proposed	Forecast	Forecast	Forecast	Forecast	Total	Volume 3 Page #
		Thru 06/30/04	2004/05	2005/06	2006/07	2007/08	2008/09		Ref.
M9910	Infor. Services - Server Infrastructure	(1,314.1)	2,566.9	521.7	521.7	521.7	521.7	4,653.7	63
M0207	Infor. Services - Technology Storage Area Network	(271.2)	287.3	-	-	-	-	287.3	64
M9920	Infor. Services - Telephone Equipment	(245.2)	949.9	233.6	257.6	260.4	260.4	1,961.9	64
New	Infor. Services - Web Content Management SW	-	154.2	144.2	-	-	-	298.4	64
New	Inner Circle Booster Pump Station	-	400.0	1,200.0	-	-	-	1,600.0	65
New	Irrigation Pump Replacement	-	203.7	214.7	278.9	-	-	697.3	65
F0303	Jackrabbit/Chaparral West-Drainage Improvement	-	385.0	2,000.0	666.0	-	-	3,051.0	65
n/a	Jail CCTV Monitoring / Recording System Replacement	-	184.7	-	-	-	-	184.7	66
New	Kiva-Audio/Video Upgrades	-	55.0	-	-	-	-	55.0	66
P9916	LaMirada Desert Park	(555.3)	650.0	-	-	-	-	650.0	66
P0202	Library Automation System Replacement	(84.9)	589.9	-	-	-	-	589.9	67
B0303	Lift Replacement	(186.5)	361.5	-	-	-	-	361.5	67
D0211	Loloma District Museum	(277.9)	7,515.0	-	-	-	-	7,515.0	67
New	Loloma District Plaza	-	250.0	250.0	-	-	-	500.0	68
n/a	Loloma District Public Parking Garage	-	2,400.0	-	-	-	-	2,400.0	68
n/a	Loloma District-Stagebrush Theatre Relocation	-	-	-	1,600.0	-	-	1,600.0	68
n/a	Loloma District Streetscape Improvements	-	1,300.0	350.0	750.0	-	-	2,400.0	69
T9902	Loop 101 Park and Ride (PNR)	0.0	249.9	2,777.8	2,817.0	-	-	5,844.7	69
V8620	Master Plan Update - Sewer	(217.6)	383.4	100.0	-	-	-	483.4	69
W8525	Master Plan Update - Water	(433.1)	766.8	300.0	-	-	-	1,066.8	70
S0310	McDonald - Scottsdale to Hayden	(49.0)	1,963.5	-	-	-	-	1,963.5	70
F0403	McDonald Drive Corridor-Drainage Improvement	(39.5)	1,482.0	-	-	-	-	1,482.0	70
P0209	McDowell Mountain Ranch Park and Aquatic Ctr	(947.4)	11,801.9	-	-	-	-	11,801.9	71
P6900	McDowell Sonoran Preserve	(250,078.0)	306,731.5	-	-	-	-	306,731.5	71
P0102	McDowell Sonoran Preserve Phase II	(38,970.5)	39,114.0	-	-	-	-	39,114.0	71
B9905	McKellips Service Center	(1,075.1)	1,311.4	-	-	-	-	1,311.4	72
V2101	Miller Road Sewer Phase 3	(0.1)	1,300.0	3,000.0	-	-	-	4,300.0	72
New	Municipal Fire Service-Transition Costs	-	6,400.0	-	-	-	-	6,400.0	72
New	Mustang Library Additional Parking	-	84.0	-	-	-	-	84.0	73
New	Mustang Transit Center	-	300.0	1,700.0	-	-	-	2,000.0	73
D0404	NE Downtown Streetscape	-	1,980.0	-	-	-	-	1,980.0	73
N3001	Neighborhood Funding Partnership	(677.7)	752.1	-	-	-	-	752.1	74
F6302	Neighborhood Stormwater Mgmt Improvements	(1,556.8)	2,661.4	150.0	150.0	150.0	-	3,111.4	74
T8140	Neighborhood Traffic Management Program	(1,983.0)	3,056.0	500.0	500.0	500.0	550.0	5,106.0	74
F6305	North Area Basin Master Plan	(758.8)	1,083.3	-	-	-	-	1,083.3	75
B2103	North Corp Yard Parking Garage	(1,106.5)	1,196.1	-	-	-	-	1,196.1	75
F2711	Northern Stormwater Risk/Vulnerability Mgmt	(11,866.5)	12,059.9	-	-	-	-	12,059.9	75
New	Northsight Transit Center	-	-	75.0	125.0	-	-	200.0	76
F0712	NPDES Monitoring Stations/Sampling	(1,167.0)	2,004.3	152.0	250.0	-	-	2,406.3	76
F0305	Outfall Drain-Pima Freeway to Union Hills	(2,225.3)	2,900.0	-	-	-	-	2,900.0	76
S9905	Particulate Emission Reduction Program	(2,185.1)	2,500.0	-	-	-	-	2,500.0	77
New	Pavement Preser.-Taxiway "B", Kilo, Perimeter Rd.	-	-	105.2	104.7	-	-	209.9	77
n/a	Pima Rd - Deer Valley to Pinnacle Peak	-	-	-	-	100.0	1,300.0	1,400.0	77
S4702	Pima Rd - McDowell Rd to Via Linda	(12,351.0)	13,350.0	-	-	-	-	13,350.0	78
S2104	Pima Road - Pima Freeway to Thompson Peak	(853.1)	11,014.7	-	-	-	-	11,014.7	78
n/a	Pima Road Drainage System	-	399.0	64.8	1,719.6	-	-	2,183.4	78
n/a	Pinnacle Peak - Scottsdale Rd to Pima Rd	-	-	803.0	3,674.0	6,277.1	-	10,754.1	79
New	Planning & Development Svs - Digital Plan Review	-	56.1	-	-	-	-	56.1	79
M0208	Planning & Devel. Svs - Land Survey Asset Mgmt	(192.1)	279.3	16.9	-	-	-	296.2	79
M9903	Planning & Devel. Services - Records Imaging	(226.5)	504.1	-	-	-	-	504.1	80

Project #	Project Name	Estimated Expenditures						Total	Volume 3 Page # Ref.
		Thru 06/30/04	Proposed 2004/05	Forecast 2005/06	Forecast 2006/07	Forecast 2007/08	Forecast 2008/09		
New	Planning and Devel. Svs - Records Reader/Printer	-	29.0	-	-	-	-	29.0	80
P4711	Playground Equipment Replacement	(1,178.3)	1,400.5	134.4	150.0	165.0	175.0	2,024.9	80
New	Police Criminal Intelligence System	-	35.8	-	-	-	-	35.8	81
New	Police Docking Station/Mounting Kits	-	195.0	13.0	13.0	6.5	-	227.5	81
E0302	Police Emergency Power	(83.3)	150.0	-	-	-	-	150.0	81
New	Police Handheld Data Terminals	-	32.4	-	-	-	-	32.4	82
M0303	Police-Mobile Data and Communications Upgrade	(10.5)	190.0	-	-	-	-	190.0	82
New	Police Mounted Barn Refurbishment	-	45.0	-	-	-	-	45.0	82
B0302	Police Operational Support Building	(8.3)	26,700.0	5,205.8	-	-	-	31,905.8	83
M8915	Police Portable Radio Replacement Plan	(2,884.7)	4,197.1	-	-	-	-	4,197.1	83
New	Police Radio System Replacement	-	-	500.0	8,000.0	1,500.0	1,000.0	11,000.0	83
M0307	Police Records Management-Modifications	(30.8)	75.0	-	-	-	-	75.0	84
M0401	Police Records Mgt and CAD System Replacement	(1.2)	4,725.0	-	-	-	-	4,725.0	84
M0305	Police Wiretap Upgrade	(96.5)	150.0	-	-	-	-	150.0	84
M0405	Police/Fire Radio System Consultant	-	150.0	-	-	-	-	150.0	85
B0204	Police/Fire Training Facility Phase 2	(0.8)	4,220.8	-	-	-	-	4,220.8	85
New	Portable Noise Monitors	-	50.0	-	-	-	-	50.0	85
P0212	Public Pool Equipment Replacement	(350.3)	632.0	200.0	200.0	200.0	200.0	1,432.0	86
V4001	Radio Telemetry - Mon. Autom. Citywide(Sewer)	(363.9)	655.5	54.6	56.3	-	-	766.4	86
W4001	Radio Telemetry - Mon. Autom. Citywide(Water)	(550.2)	1,064.4	136.6	140.7	-	-	1,341.7	86
F6303	Reata Pass Detention Outlet	(405.1)	430.0	-	-	-	-	430.0	87
P0401	Recreational Amenity Replacement	(14.9)	300.0	150.0	150.0	150.0	150.0	900.0	87
E9903	Refurbish Two Fire Engines	-	210.0	-	-	-	-	210.0	87
New	Regional GAC Regeneration Facility	-	380.0	1,270.0	3,000.0	-	-	4,650.0	88
T0201	Regional Transit Maintenance Facility	-	500.0	500.0	1,500.0	-	-	2,500.0	88
V9908	Relief Sewers - Citywide	(731.8)	2,500.0	500.0	500.0	500.0	-	4,000.0	88
E2103	Replacement Fire Vehicle Contingency	(1,455.8)	1,764.9	-	-	-	-	1,764.9	89
T6101	Roadway Capacity Improvements	(8,413.0)	12,042.2	2,150.0	1,650.0	1,650.0	2,650.0	20,142.2	89
S0403	Rubberized Asphalt Overlay	(3,900.0)	3,900.0	-	-	-	-	3,900.0	89
A0405	Runway RSA-Safety Area Improvements	-	2,000.0	-	-	-	-	2,000.0	90
New	RWDS Improvements	-	865.0	-	485.0	-	-	1,350.0	90
B0207	SCA Improvements and Facility Upgrades	(152.2)	1,412.5	129.4	-	-	-	1,541.9	90
P8736	Scottsdale Papago Streetscape	(829.9)	6,229.0	-	-	-	-	6,229.0	91
n/a	Scottsdale Ranch Park Tennis Courts	-	-	384.8	-	-	-	384.8	91
S7005	Scottsdale Rd - FLW Blvd to Thompson Peak Pkwy(1,615.6)	-	16,896.0	-	-	-	-	16,896.0	91
F2706	Scottsdale Rd Bridge Over Indian Bend Wash	(1,293.5)	2,248.0	-	-	-	-	2,248.0	92
D0205	Scottsdale Rd Preser. & Streetscape Enhancements (116.4)	-	11,100.0	6,000.0	6,000.0	4,000.0	-	27,100.0	92
S2707	Scottsdale Rd - Indian Bend Rd to Gold Dust Rd (12,743.9)	-	19,942.0	-	-	-	-	19,942.0	92
S0311	Scottsdale Rd - Thompson Pk Pkwy to Pinnacle Peak (1.4)	-	500.0	3,500.0	11,811.5	-	-	15,811.5	93
F0304	Scottsdale Rd Corridor - Drainage Project (5.5)	-	3,770.0	2,973.9	-	-	-	6,743.9	93
P0207	Scottsdale Senior Center at Granite Reef (828.8)	-	10,878.6	-	-	-	-	10,878.6	93
New	Scottsdale Stadium Infrastructure Replacement	-	150.0	150.0	150.0	150.0	150.0	750.0	94
A0202	Security & Access Control System	(670.6)	729.2	-	-	-	-	729.2	94
W0303	Security Enhancements	(168.8)	850.0	350.0	350.0	350.0	350.0	2,250.0	94
New	Security Lighting Install-Main Aprons/Kilo	-	-	345.0	-	-	-	345.0	95
P0301	Self Check Machine/LAN Infrastructure Replacement(409.6)	-	520.9	-	-	-	-	520.9	95
F6301	Severe Weather Warning & Response Program (1,196.8)	-	1,511.7	182.0	-	-	-	1,693.7	95
V3704	Sewer Collection System Improvements (2,548.8)	-	5,296.0	500.0	1,100.0	300.0	600.0	7,796.0	96
V0703	Sewer Oversizing (1,124.7)	-	1,835.7	-	-	-	-	1,835.7	96

PROJECT LIST

Capital Improvement Plan

Project #	Project Name	Estimated Expenditures						Volume 3	
		Thru 06/30/04	Proposed 2004/05	Forecast 2005/06	Forecast 2006/07	Forecast 2007/08	Forecast 2008/09	Total	Page # Ref.
S0313	Shea Blvd and 92nd St - Intersection Improvement	(118.4)	812.0	-	-	-	-	812.0	96
S0314	Shea Blvd and Hayden - Intersection Improvement	-	701.0	699.0	-	-	-	1,400.0	97
S0315	Shea Blvd: 90th & 96th St Intersection	(95.8)	596.5	-	-	-	-	596.5	97
T6103	Sidewalk Improvements	(872.2)	1,770.2	-	550.0	-	600.0	2,920.2	97
P9904	Sports Lighting Expansion & Upgrade	(31.4)	1,233.1	763.2	521.7	655.1	-	3,173.1	98
P0402	Spring Training Facility	(237.3)	18,900.0	-	-	-	-	18,900.0	98
S0406	SRP Street Light Purchase	-	442.5	-	-	-	-	442.5	98
S0404	Stacked 40's-Center Rd to Hayden	-	5,100.0	1,500.0	-	-	-	6,600.0	99
S0405	Stacked 40's-North Frontage Road	-	2,700.0	500.0	-	-	-	3,200.0	99
F0204	Stormwater Drain Pollution Prevention Markers	(42.7)	301.0	-	-	-	-	301.0	99
D2102	Taliesin West	(303.5)	517.5	-	-	-	-	517.5	100
A0306	Taxiway Extension & Transient Ramp	-	-	972.6	-	-	-	972.6	100
P0404	Teen Center-Civic Center Library	(79.6)	506.0	-	-	-	-	506.0	100
n/a	Thompson Peak Bridge @ Reata	-	-	1,939.9	-	-	-	1,939.9	101
S0316	Thompson Peak Parkway - Bell to Union Hills	-	3,440.0	8,000.0	3,328.8	-	-	14,768.8	101
S0317	Thunderbird/Redfield - Scottsdale to Hayden	(45.7)	2,151.2	-	-	1,560.0	1,850.0	5,561.2	101
T8150	Traffic Management Program-ITS	(6,005.8)	14,105.1	3,697.5	2,318.3	2,250.0	4,260.0	26,630.9	102
T8160	Traffic Signal Program	(1,860.2)	2,824.2	371.5	348.9	350.0	400.0	4,294.6	102
P9035	Trail Development/Acquisition	(834.4)	1,943.3	500.0	500.0	502.3	-	3,445.6	102
n/a	Transfer Station Expansion	-	-	-	-	-	3,600.0	3,600.0	103
New	Transfer Station Grappler	-	111.0	-	-	-	-	111.0	103
New	Transfer Station Paving and Painting	-	-	-	371.0	-	-	371.0	103
T0202	Transit Technology	-	-	-	350.0	-	1,351.8	1,701.8	104
S0319	Union Hills Dr-Scottsdale to 74th St	(2,312.9)	3,400.0	-	-	-	-	3,400.0	104
W0401	Union Hills to Hualapai Transmission Line-Pima Rd	-	750.0	-	-	-	-	750.0	104
T0203	Upper Cmbk Wash Multiuse Path-92nd/Shea to Cact.(212.8)	-	1,545.0	-	-	-	-	1,545.0	105
T0302	Upper Cmbk Wash Multiuse Path - Cact. to Redfield (80.0)	-	1,200.0	-	-	-	-	1,200.0	105
F0203	Upper Camelback Wash Watershed	(723.2)	3,942.2	-	-	-	-	3,942.2	105
M0210	Utility Billing System	(0.5)	2,791.4	-	-	-	-	2,791.4	106
A0407	Vehicle Security Gate Upgrade	(27.7)	120.0	-	-	-	-	120.0	106
n/a	Vista Del Camino Ballfield Renovation	-	-	23.3	818.3	-	-	841.6	106
P0307	Vista Del Camino Remodel/Expansion	(2.1)	3,004.7	-	-	-	-	3,004.7	107
W9912	Water Distribution System Improvements	(3,732.0)	7,500.0	2,500.0	2,000.0	1,250.0	2,000.0	15,250.0	107
W0710	Water Oversizing	(5,910.3)	8,214.1	-	-	-	-	8,214.1	107
W0205	Water Quality Improve. - Southern Neighborhoods	(710.7)	10,500.0	-	-	-	-	10,500.0	108
V0205	Water Reclamation Plant Phase 3	(2,266.6)	20,750.0	3,000.0	-	-	-	23,750.0	108
W6160	Water Rights Acquisition	(41,915.6)	44,052.0	-	-	20,916.0	-	64,968.0	108
W8570	Waterline Replacements	(11,963.0)	16,491.0	-	-	-	-	16,491.0	109
W4708	Well Sites	(14,266.4)	17,142.1	3,000.0	1,000.0	3,000.0	-	24,142.1	109
n/a	WestWorld 115,000 Sq. Ft. Multi-purpose Building	-	2,000.0	28,027.5	-	-	-	30,027.5	109
D0302	WestWorld-Arena Footings	-	87.0	-	-	-	-	87.0	110
D0206	WestWorld-Arenas 6, 7 & 8 Relocation	(2.4)	609.0	-	-	-	-	609.0	110
D9902	WestWorld-Cover Arenas & Walkway to Equidome	-	277.0	-	-	-	-	277.0	110
D0405	WestWorld-Driveways & Pedestrian/ Horse Paths	-	166.4	86.9	-	-	-	253.3	111
New	WestWorld-Electronic Signage	-	60.0	-	-	-	-	60.0	111
n/a	WestWorld-Landscaping Plan	-	225.1	-	-	-	-	225.1	111
D0303	WestWorld-Paving Projects	(424.5)	530.5	-	-	-	-	530.5	112
D0207	WestWorld-Restroom Facility	(68.1)	669.5	-	-	-	-	669.5	112
New	WestWorld-Stall Mats	-	124.8	-	-	-	-	124.8	112

Project #	Project Name	Estimated Expenditures					Volume 3	
		Thru 06/30/04	Proposed 2004/05	Forecast 2005/06	Forecast 2006/07	Forecast 2007/08	Forecast 2008/09	Page # Ref.
D0301	WestWorld-State Land Acquisitions	-	18,100.0	-	-	-	-	113
W9913	Zone 12 - 13 Water System Improvements	(6,197.2)	8,528.0	-	-	-	-	113
W0304	Zone 12 - 13 Water Transmission Lines	(79.3)	6,680.0	-	-	-	-	113
	Contingency Budget		2,500.0	2,500.0	2,500.0	2,500.0	2,500.0	12,500.0
	Inception to Date Expenditures Through 01/31/04	-	(554,462.7)	-	-	-	-	(554,462.7)
	Estimated Expenditures Through 06/30/04	-	(36,828.5)	-	-	-	-	(36,828.5)
	Prior Year Carry-Forward(1)	-	-	501,776.5	423,763.9	349,133.5	290,015.2	1,564,689.1
	Total Capital Budgets	(591,291.5)	732,828.0	687,347.6	529,716.6	436,307.2	336,186.4	2,722,385.8

(1) Prior year carry-forwards for 2004/05 are estimated and included in individual projects.

Capital Projects Operating Impacts

The operating impact of capital projects are analyzed and taken into consideration during the extensive CIP prioritization process. Estimated new revenues and/or operational efficiency savings associated with projects are also taken into consideration (net operating costs) during the capital project evaluation and review process. As capital improvement projects are completed, the operating costs of these projects have been identified and included in the appropriate departmental program budgets. Departmental staff plan and budget for significant start-up costs, as well as operation and maintenance of new facilities.

The table below presents a four-year forecast of capital project operating impacts (costs). The operating impacts of projects expected to be completed prior to the start of, or during FY2004/05 are calculated and included in the Program Operating Budget. These operating cost estimates represent the staffing and maintenance necessary due to the completion and expected completion of capital projects. The capital projects operating impacts are incorporated into the General Fund budget found in the Fund Summaries and Five-Year Financial Plan section of Volume One on page 56. The operating impacts are also factored in the appropriate program expenditures found through out Volume Two. For a complete description of each capital project, refer to Volume Three using the page cross-reference column on the right-hand side of the matrix.

OPERATING IMPACTS

Project #	Project Name	Forecast				Total	Volume 3
		2005/06	2006/07	2007/08	2008/09		Page # Ref.
P0403	124th Street Access Area Amenities	25.0	25.0	25.0	25.0	100.0	19
P0302	Aging Park Facility Renovations	83.6	83.6	83.6	83.6	334.4	23
A0302	Airport Terminal Area Renovations	3.0	3.0	3.0	3.0	12.0	24
W2105	Alameda/122nd St Booster Pump Station	16.0	16.0	16.0	16.0	64.0	25
P0201	Arabian Library Phase II	-	-	398.0	398.0	796.0	26
W2106	Arsenic Mitigation Treatment	650.0	4,500.0	4,500.0	4,500.0	14,150.0	26
TBD	Bell Road - 94th St. to Thompson Peak Parkway	-	27.6	27.6	27.6	82.8	29
W9903	Booster Station Upgrades	2.0	2.0	2.0	2.0	8.0	30
T1702	Bus Shelter Program	22.0	23.0	24.0	25.0	94.0	30
G9001	Buses Expansion	1,200.0	1,900.0	1,900.0	1,900.0	6,900.0	31
S2102	Cactus Road - Pima Freeway to Frank Lloyd Wright	7.3	7.3	7.3	7.3	29.2	31
TBD	Camelback/Scottsdale and Marshall Way	8.6	8.6	8.6	8.6	34.4	32
P0205	CAP Basin Lighted Sports Complex	560.2	726.9	726.9	726.9	2,740.9	32
W0202	CAP Plant Expansion	-	1,300.0	1,300.0	1,300.0	3,900.0	33
P0206	Chaparral Park Extension	175.0	111.0	111.0	111.0	508.0	33
W9911	Chaparral Water Treatment Plant	100.0	200.0	200.0	200.0	700.0	33
W4702	Chaparral WTP Influent Waterline	1.0	1.0	1.0	1.0	4.0	34
W0302	Chaparral WTP Water Distribution System	2.0	2.0	2.0	2.0	8.0	34
M0402	City Attorney - Legal Case Matter Management System	16.0	14.0	16.0	18.0	64.0	35
TBD	Community Services-Class System Upgrades	12.0	23.0	23.0	23.0	81.0	37
TBD	Core North/South Sewer	5.0	8.0	10.0	15.0	38.0	37
TBD	Core North/South Water	5.0	8.0	10.0	15.0	38.0	38
M0301	Courts-Case Management System	3.5	3.5	3.5	3.5	14.0	38
TBD	Courts-Customer Service Enhancement	6.0	6.0	6.0	6.0	24.0	38
TBD	Courts-Expansion	80.8	288.1	288.1	288.1	945.1	39
M0202	Courts-IVR	5.0	5.0	5.0	5.0	20.0	39
TBD	Courts-Security Area Remodel	0.7	0.2	0.2	0.2	1.3	39
M0306	Courts-Videoconferencing	2.6	4.5	4.5	4.5	16.1	40
W8515	Deep Well Recharge/Recovery Facilities	2.0	2.0	2.0	2.0	8.0	40
TBD	District 1 Police Facilities	-	-	332.0	315.0	647.0	41
TBD	District 3 Expansion	5.4	5.4	5.4	5.4	21.6	42
TBD	Doc. Mgt. Sys.-City Attorney	12.0	13.8	15.8	15.8	57.4	42

Project #	Project Name	Forecast				Total	Volume 3
		2005/06	2006/07	2007/08	2008/09		Page # Ref.
M9906	Doc. Mgt. Sys.-Courts	12.5	25.0	25.0	25.0	87.5	43
TBD	Doc. Mgt. Sys.-Customer Service	-	38.2	42.0	42.0	122.2	43
D0401	Downtown Electrical Upgrades	1.8	1.8	1.8	1.8	7.2	44
TBD	Downtown Lighting Improvements	(0.5)	(0.5)	(0.5)	(0.5)	(2.0)	45
P8734	Downtown Parking	100.0	250.0	250.0	250.0	850.0	45
TBD	Downtown Restrooms	-	-	18.5	18.5	37.0	46
E0401	Explosive Ordnance Disposal	22.4	22.4	22.4	22.4	89.6	48
TBD	FAA Part 161-Noise Study	6.0	6.0	6.0	6.0	24.0	49
TBD	Fashion Square Radio Treatment	30.1	30.1	30.1	30.1	120.4	49
M0302	Financial Services - Automated Time & Attendance	7.5	7.5	7.5	7.5	30.0	50
M0308	Financial Services-Hand Held Meter Reading System	-	0.5	0.5	0.5	1.5	50
TBD	Financial Services-Remittance Process Transport System	-	-	22.1	22.1	44.2	51
TBD	Financial Services-Tax, Licensing & Alarm Billing System	24.0	26.9	30.1	30.1	111.1	51
B0401	Fire Station #809 - Southwest Quadrant	18.5	18.5	18.5	18.5	74.0	52
B0402	Fire Station #810 - Miller and Thomas Remodel	1.4	1.4	1.4	1.4	5.6	52
B0205	Fire Station #811 - McDonald and Scottsdale Expansion	1.4	1.4	1.4	1.4	5.6	53
TBD	Fire Station #813 - Via Linda Expansion	2.9	5.9	5.9	5.9	20.6	53
TBD	Fire Station #820 - Desert Mountain	-	52.5	52.5	52.5	157.5	54
B0403	Fire Station #826 - Jomax and Scottsdale Rd Vicinity	770.0	778.5	778.5	778.5	3,105.5	54
B9909	Fire Station #827 - Ashler Hills and Pima	52.5	52.5	52.5	52.5	210.0	55
A0304	Flight Tracking System	5.0	5.0	5.0	5.0	20.0	55
S0304	FLW - Scottsdale Rd to Shea	-	7.0	7.0	7.0	21.0	56
TBD	Fuel/Fleet Maintenance Facility-McKellips Service Center	-	60.8	60.8	60.8	182.4	56
TBD	Gateway to the Preserve Amenities	-	10.0	30.0	30.0	70.0	57
S0202	Hayden Road - Pima Freeway to Thompson Peak Parkway	46.8	46.8	46.8	46.8	187.2	58
S0306	Hayden Road and Via de Ventura Intersection Improvement	0.2	0.2	0.2	0.2	0.8	58
S0201	Hayden/Miller Road - Deer Valley to Pinnacle Peak	-	-	-	1.0	1.0	59
TBD	Helicopter Air Support Unit	-	-	44.8	333.8	378.6	59
P0305	Hidden Hills Trailhead Amenities	19.6	19.6	19.6	19.6	78.4	59
S0402	Indian Bend - Scottsdale to Hayden	-	23.8	23.8	23.8	71.4	60
TBD	Information Systems - CDPD Mobile Wireless Replacement	27.6	27.6	27.6	27.6	110.4	61
TBD	Information Systems - Enterprise Back-up Software	-	-	-	42.1	42.1	62
M0205	Information Systems - Security Investment/ Antivirus	6.0	6.0	6.0	6.0	24.0	63
TBD	Information Systems - Web Content Management SW	28.9	57.7	57.7	57.7	202.0	64
TBD	Inner Circle Booster Pump Station	2.0	2.0	2.0	2.0	8.0	65
TBD	Jail CCTV Monitoring / Recording System Replacement	4.0	4.0	4.0	4.0	16.0	66
P0202	Library Automation System Replacement	44.0	44.0	44.0	44.0	176.0	67
D0211	Loloma District Museum	1,000.0	1,000.0	1,000.0	1,000.0	4,000.0	67
TBD	Loloma District Public Parking Garage	-	12.5	12.5	12.5	37.5	68
TBD	Loloma District Streetscape Improvements	7.5	10.0	10.0	10.0	37.5	69
S0310	McDonald - Scottsdale to Hayden	0.9	0.9	0.9	0.9	3.6	70
P0209	McDowell Mountain Ranch Park and Aquatic Center	512.5	512.5	512.5	512.5	2,050.0	71
V2101	Miller Road Sewer Phase 3	-	2.0	2.0	2.0	6.0	72
TBD	Mustang Library Additional Parking	0.5	0.5	0.5	0.5	2.0	73
T8140	Neighborhood Traffic Management Program	6.0	6.0	6.0	6.0	24.0	74
TBD	Pinnacle Peak - Scottsdale Rd to Pima Rd	-	-	-	49.2	49.2	79
TBD	Planning Systems - Digital Plan Review	2.0	2.0	2.0	2.0	8.0	79
TBD	Planning Systems - Records Reader/Printer	1.0	1.0	1.0	1.0	4.0	80
TBD	Police - Criminal Intelligence System	3.1	3.1	3.1	3.1	12.4	81

OPERATING IMPACTS

Capital Improvement Plan

Project #	Project Name					Volume 3	
		Forecast 2005/06	Forecast 2006/07	Forecast 2007/08	Forecast 2008/09	Total	Page # Ref.
TBD	Police - Handheld Data Terminals	-	2.2	-	1.2	3.4	82
B0302	Police Operational Support Building	-	337.2	337.2	337.2	1,011.6	83
M8915	Police Portable Radio Replacement Plan	8.1	8.1	8.1	8.1	32.4	83
TBD	Police Radio System Replacement	-	-	-	1,508.0	1,508.0	83
B0204	Police Fire/Training Facility Phase 2	-	98.8	98.8	98.8	296.4	85
TBD	Portable Noise Monitors	0.5	0.5	0.5	0.5	2.0	85
V4001	Radio Telemetry - Monitoring Automation Citywide (Sewer)	4.0	4.0	4.0	4.0	16.0	86
W4001	Radio Telemetry - Monitoring Automation Citywide (Water)	5.0	5.0	5.0	5.0	20.0	86
TBD	Regional GAC Regeneration Facility	-	-	750.0	1,500.0	2,250.0	88
V9908	Relief Sewers – Citywide	2.0	2.0	2.0	2.0	8.0	88
T6101	Roadway Capacity Improvements	0.4	0.4	0.4	0.4	1.6	89
TBD	Scottsdale Ranch Park Tennis Courts	-	10.0	10.0	10.0	30.0	91
S7005	Scottsdale Road - Frank Lloyd Wright to Thompson Peak	10.1	10.1	10.1	10.1	40.4	91
S0311	Scottsdale Road - Thompson Peak to Pinnacle Peak	-	-	10.0	10.0	20.0	93
P0207	Scottsdale Senior Center at Granite Reef	179.8	359.6	359.6	359.6	1,258.6	93
W0303	Security Enhancements	2.0	2.0	2.0	2.0	8.0	94
TBD	Security Lighting Install-Main Aprons/Kilo	1.0	1.0	1.0	1.0	4.0	95
S0313	Shea Blvd and 92nd St - Intersection Improvement	0.5	0.5	0.5	0.5	2.0	96
S0314	Shea Blvd and Hayden Intersection Improvement	-	0.2	0.2	0.2	0.6	97
P9904	Sports Lighting Expansion & Upgrades	41.0	59.0	59.0	59.0	218.0	98
P0402	Spring Training Facility	-	1,000.0	1,000.0	1,000.0	3,000.0	98
S0406	SRP Street Light Purchase	172.0	172.1	172.3	172.3	688.7	98
S0404	Stacked 40 - Center Rd to Hayden	26.4	26.4	26.4	26.4	105.6	99
S0405	Stacked 40 - North Frontage Road	8.3	8.3	8.3	8.3	33.2	99
S0317	Thunderbird/Redfield - Scottsdale to Hayden	2.8	2.8	2.8	2.8	11.2	101
P9035	Trail Development/Acquisition	15.0	15.0	15.0	15.0	60.0	102
S0319	Union Hills Drive - Scottsdale to 74th St	9.0	9.0	9.0	9.0	36.0	104
M0210	Utility Billing System	194.5	201.3	208.6	216.1	820.5	106
TBD	Vista Del Camino Ballfield Renovation	-	-	10.0	10.0	20.0	106
P0307	Vista Del Camino Remodel/Expansion	22.5	22.5	22.5	22.5	90.0	107
W8570	Waterline Replacements	3.0	3.0	3.0	3.0	12.0	109
W4708	Well Sites	20.0	20.0	20.0	20.0	80.0	109
TBD	WestWorld-115,000 Sq.Ft. Multipurpose Building	-	-	1,015.0	1,015.0	2,030.0	109
TBD	WestWorld-Electronic Signage	5.0	5.5	6.0	6.0	22.5	111
D0207	WestWorld-Restroom Facility	9.0	9.0	9.0	9.0	36.0	112
TBD	WestWorld-Stall Mats	(60.5)	(60.5)	(60.5)	(60.5)	(242.0)	112
W0304	Zone 12/13 Water Transmission Lines	5.0	5.0	5.0	5.0	20.0	113
Total Estimated Operating Impacts		6,466.2	14,842.1	17,484.3	20,128.3	58,920.9	

AUTHORIZED PERSONNEL POSITIONS - BY DEPARTMENT

Appendix

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
General Government				
Full-time	189.00	185.00	190.00	197.00
Part-time	6.50	6.50	6.50	4.95
Total FTE	195.50	191.50	196.50	201.95
Police				
Full-time	585.00	585.00	586.00	589.00
Part-time	3.10	3.10	3.10	3.10
Grant	2.00	2.00	-	-
Total FTE	590.10	590.10	589.10	592.10
Financial Services				
Full-time	142.00	138.00	137.00	139.00
Part-time	2.50	2.50	2.50	4.00
Total FTE	144.50	140.50	139.50	143.00
Transportation				
Full-time	45.00	37.00	34.00	34.00
Part-time	1.35	1.35	1.35	1.35
Total FTE	46.35	38.35	35.35	35.35
Community Services				
Full-time	335.00	322.00	322.00	323.00
Part-time	170.35	173.30	173.30	178.89
Grant	10.75	10.75	10.75	11.75
Total FTE	516.10	506.05	506.05	513.64
Information Systems				
Full-time	73.00	73.00	74.00	76.00
Part-time	0.81	0.81	0.81	0.81
Total FTE	73.81	73.81	74.81	76.81
Fire *				
Part-time	2.68	2.68	2.68	2.68
Total FTE	2.68	2.68	2.68	2.68
Water Resources				
Full-time	139.00	135.00	135.00	138.00
Part-time	-	1.00	1.00	1.00
Total FTE	139.00	136.00	136.00	139.00
Municipal Services				
Full-time	210.00	213.00	212.00	216.00
Part-time	3.00	3.00	3.00	3.00
Total FTE	213.00	216.00	215.00	219.00
Citizen & Neighborhood Resources				
Full-time	35.00	32.00	33.00	34.00
Grant	-	-	-	1.00
Total FTE	35.00	32.00	33.00	35.00
Human Resources				
Full-time	33.00	32.00	32.00	34.00
Part-time	2.50	2.50	2.50	2.50
Total FTE	35.50	34.50	34.50	36.50
Economic Vitality				
Full-time	10.00	8.00	8.00	10.00
Total FTE	10.00	8.00	8.00	10.00
Planning and Development Services				
Full-time	151.00	142.00	141.00	141.00
Total FTE	151.00	142.00	141.00	141.00
Total Full-time Position FTE	1,947.00	1,902.00	1,904.00	1,931.00
Total Part-time Position FTE	192.79	196.74	196.74	202.28
Total Grant Funded Position FTE	12.75	12.75	10.75	12.75
Total Citywide Position FTE	2,152.54	2,111.49	2,111.49	2,146.03

Note:
 Full-Time Equivalent (FTE) - A calculation used to convert part time hours to equivalent full-time positions. Full-time employee salaries are based on 2,080 hours per year. The full-time equivalent of a part-time employee is calculated by dividing number of hours budgeted by 2,080.
 * 40 Part-time Fire Support Positions (2.68 FTE), included in the Fire Support program.

AUTHORIZED PERSONNEL POSITIONS - BY FUND

Appendix

	Proposed 2004/05	General Fund	HURF	Special Programs	Enterprise	Internal Service	Total
General Government							
Full-time	197.00	194.00	-	3.00	-	-	198.00
Part-time	4.95	2.87	-	2.08	-	-	4.95
Total FTE	201.95	196.87	-	5.08	-	-	201.95
Police							
Full-time	589.00	588.00	-	1.00	-	-	589.00
Part-time	3.10	3.10	-	-	-	-	3.10
Total FTE	592.10	591.10	-	1.00	-	-	592.10
Financial Services							
Full-time	139.00	108.00	-	-	24.00	7.00	139.00
Part-time	4.00	4.00	-	-	-	-	4.00
Total FTE	143.00	112.00	-	-	24.00	7.00	143.00
Transportation							
Full-time	34.00	-	23.00	-	11.00	-	34.00
Part-time	1.35	-	-	-	1.35	-	1.35
Total FTE	35.35	-	23.00	-	12.35	-	35.35
Community Services							
Full-time	323.00	321.00	-	2.00	-	-	323.00
Part-time	178.89	171.33	-	7.56	-	-	178.89
Grant	11.75	-	-	11.75	-	-	11.75
Total FTE	513.64	492.33	-	21.31	-	-	513.64
Information Systems							
Full-time	76.00	76.00	-	-	-	-	76.00
Part-time	0.81	0.81	-	-	-	-	0.81
Total FTE	76.81	76.81	-	-	-	-	76.81
Fire *							
Part-time	2.68	2.68	-	-	-	-	2.68
Total FTE	2.68	2.68	-	-	-	-	2.68
Water Resources							
Full-time	138.00	-	-	-	138.00	-	138.00
Part-time	1.00	-	-	-	1.00	-	1.00
Total FTE	139.00	-	-	-	139.00	-	139.00
Municipal Services							
Full-time	216.00	42.00	52.00	-	77.00	45.00	216.00
Part-time	3.00	0.75	-	-	2.25	-	3.00
Total FTE	219.00	42.75	52.00	-	79.25	45.00	219.00
Citizen & Neighborhood Resources							
Full-time	34.00	34.00	-	-	-	-	34.00
Grant	1.00	-	-	1.00	-	-	1.0
Total FTE	35.00	34.00	-	-	-	-	35.00
Human Resources							
Full-time	34.00	34.00	-	-	-	-	34.00
Part-time	2.50	2.50	-	-	-	-	2.50
Total FTE	36.50	36.50	-	-	-	-	36.50
Economic Vitality							
Full-time	10.00	10.00	-	-	-	-	10.00
Total FTE	10.00	10.00	-	-	-	-	10.00
Planning and Development Services							
Full-time	141.00	141.00	-	-	-	-	141.00
Total FTE	141.00	141.00	-	-	-	-	141.00
Total Full-time Position FTE	1,931.00	1,548.00	75.00	6.00	250.00	52.00	1,931.00
Total Part-time Position FTE	202.28	188.04	-	9.64	4.60	-	202.28
Total Grant Funded Position FTE	12.75	-	-	12.75	-	-	11.75
Total Citywide Position FTE	2,146.03	1,736.04	75.00	28.39	254.60	52.00	2,146.03

Note:

Full-Time Equivalent (FTE) - A calculation used to convert part time hours to equivalent full-time positions. Full-time employee salaries are based on 2,080 hours per year. The full-time equivalent of a part-time employee is calculated by dividing number of hours budgeted by 2,080.

* 40 Part-time Fire Support Positions (2.68 FTE), included in the Fire Support program.

CITY STAFF SUPPORT

Budget Liaisons and CIP Liaisons

Budget Liaisons and **CIP Liaisons** coordinate the budget within their respective departments. The Budget Liaison serves as the vital communication link between their City department and their Financial Services Department Budget Analyst on matters related to their specific operating budget. Budget Liaisons are responsible for coordinating information, checking to see if forms are completed properly, making sure that all necessary documentation is submitted, monitoring the internal review process to meet timelines, and serving as troubleshooters for problems throughout the budget process. The **CIP Liaisons** (identified with an asterisk) essentially serve the same role; however, their focus is on coordination capital projects and multi-year capital planning with the Financial Services Department staff. In many cases the same individual serves both roles.

General Government

Mayor and City Council Jeff Kulaga
 Office of the City Clerk Linda Lorbeer
 City Attorney & Prosecution Sue Mitrising
 City Auditor Gail Crawford
 City Court Lisa Gurtler
 City Manager's Office Jeff Kulaga
 Communications & Public Affairs Maggie Wilson
 Intergovernmental Relations Steve Olson
 WestWorld Jennifer Bowley*

Preservation Department Susan Quinet/ Bob Cafarella*

Police Department Holly Christian*/Carla Murillo

Financial Services Department Joyce Gilbride*

Transportation Department Janet Secor*

Community Services Depart. Jeanne Jones/Don Penfield*

Information Systems Department Jennifer Jensen*

Fire Department Jim Ford, Rural Metro

Water Resources Department ... Rick Gregoire/Joe Gross*

Municipal Services Department Terri Huston*

Citizen and Neigh. Resources Dept. Carrie Abts*

Human Resources Department Joe Kisler*

Economic Vitality Department Kathy Montalvo*

Planning & Dev. Services Dept. Dan VandenHam*

Capital Improvement Plan Coordination Teams

The **Capital Improvement Plan Coordination Teams** are comprised of staff from various City departments. The teams are responsible for reviewing all capital projects (construction and technology) for timing and cost considerations, compiling lifecycle costs, and preparing a preliminary capital improvement plan recommendation for review and revision by the General Managers, City Manager, Deputy/Assistant City Managers, Chief Financial Officer, Budget Director, CIP Coordinator, City Council and various boards and commissions comprised of citizens.

CIP Construction Review Team

Municipal Services Department
 Joe Gross and Alex McLaren
 Transportation Department
 Dave Meinhardt
 Financial Services Department
 Jeff Nichols
 Planning and Development Services Department
 Tim Conner
 Community Services Department
 Don Penfield
 Information Systems Department
 Rich Peterson

CIP Technology Review Team

Information Systems Department
 Jennifer Jensen
 John Krusemark
 Mark Ledbetter
 Cindy Sheldon
 Joe Stowell
 Eric Wood
 Community Services Department
 Jason Song
 Financial Services Department
 Jacob Beard
 Police Department
 Mike Morrison

DEBT SERVICE EXPENSE

Appendix

	Adopted 2003/04	Forecast 2004/05	Forecast 2005/06	Forecast 2006/07	Forecast 2007/08	Forecast 2008/09	Final Payment Date
General Obligation Bonds							
Debt Service Fund- General Obligation:							
1993 G. O. Refunding	3,145,370	3,165,370	3,650,370	3,730,495	3,736,690	3,745,250	06/30/09
1989 Series D (issued 1993)	116,200						06/30/13
1993A G. O. Refunding	1,846,818	2,495,640	147,140				06/30/11
1997 Series H & Pima Road	1,330,250	1,296,750					06/30/05
1997 Refunding Bonds	1,139,083	1,140,443	1,956,532	3,989,450	3,968,000	3,974,462	06/30/14
1989 Series I (1998)	1,247,195	1,228,895	1,208,320	1,190,470	1,190,480	177,800	06/30/18
1999A G.O. Bonds	1,306,075	1,294,325	1,279,325	1,261,075	1,260,475	1,257,000	06/30/09
2001 G.O. Refunding Bonds-6% & 20%	3,741,576	3,637,576	2,803,376	788,176	785,463	1,637,664	06/30/22
2002 Various Purpose G.O. Bonds-6% & 20% (28M iss. 5/02)	3,208,700	3,175,275	3,139,275	3,115,025	3,091,775	3,074,275	06/30/14
2002 G.O. Refunding Bonds-6% & 20%	5,454,962	4,336,862	5,651,512	5,649,762	5,660,012	5,816,962	06/30/19
2003 G.O. Refunding Bonds-6% & 20% (16,265,000 iss. 9/03)		602,944	607,044	2,140,919	2,146,294	2,159,431	6/30/13
Future Bond-Series 2004 Var. Purpose-6% & 20% (48M iss. 4/04)	2,981,508	4,463,098	4,460,685	4,461,210	4,464,535	4,464,743	06/30/18
Future Bond-Series 2006 Var. Purpose-6% & 20% (67M iss. 3/06)			4,998,442	4,998,075	5,002,575	4,979,825	06/30/25
Future Bond-Series 2007 Var. Purpose-6% & 20% (35M iss. 3/07)				2,613,650	2,627,200	2,615,450	06/30/26
Future Bond-Series 2008 Var. Purpose-6% & 20% (14M iss. 3/08)					1,056,971	1,061,913	06/30/27
Future Bond-Series 2009 Var. Purpose-6% & 20% (19M iss. 3/09)						1,417,183	06/30/28
Fiscal Agent Fees	20,900	21,800	22,800	11,500	10,000	10,000	
GO Bonds Debt Service Fund-Secondary Property Tax	25,538,637	26,858,978	29,924,821	33,949,807	35,000,470	36,391,958	
Water Utility Fund:							
1993 Refunding	4,818,000	4,848,000	5,473,000				06/30/06
1993A Refunding	67,065	67,065	1,382,065				06/30/06
1993 Refunding CAB Accretion	873,474	438,790					06/30/05
Fiscal Agent Fees	2,000	2,000	2,000				
Total Water Utility Fund	5,760,539	5,355,855	6,857,065				
Preserve Sales Tax Fund							
1999 Preserve G.O. Bonds	2,601,250	2,565,625	2,549,375	2,525,625	2,469,375	2,432,500	06/30/24
2001 Preservation G.O. Bonds	2,392,753	2,383,503	2,364,566	2,343,328	2,324,791	2,328,791	06/30/24
2001 G.O. Refunding Bonds-Preservation Portion	1,464,980	1,464,980	1,464,980	1,464,980	1,464,980	1,464,980	06/30/22
2002 G.O. Bonds-Preservation Portion (40M iss. 5/02, prev. 70M)	1,939,218	1,939,218	1,939,218	1,939,218	1,939,218	1,939,218	06/30/24
2002 G.O. Refunding Bonds-Preservation Portion	360,693	360,693	360,693	360,693	360,693	360,693	06/30/19
Future Bond-Preservation GO Series 2004 (65.4M, iss. 4/04)	778,594	4,399,325	4,464,775	5,506,525	2,635,225	2,635,225	06/30/25
GO Bonds Debt Service Fund-Preserve Sales Tax	9,537,488	13,113,344	13,143,607	14,140,369	11,194,282	11,161,407	
Total General Obligation Bonds	40,836,665	45,328,177	49,925,493	48,090,176	46,194,752	47,553,365	
Revenue Bonds							
Highway User Revenue Fund:							
1993 Refunding	3,106,306	3,119,269	3,141,294	3,154,450			06/30/07
Fiscal Agent Fees	1,000	1,000	1,000	1,000			
Total Highway User Fund	3,107,306	3,120,269	3,142,294	3,155,450			
Water Utility Fund:							
1989 Series B (1992)	222,067	222,742	222,828	225,010	226,495	227,273	06/30/12
1989 Series C (1994)	136,003	137,117					06/30/05
1996 Refunding Bonds	473,594	486,986	620,271	624,092	626,063	626,130	06/30/14
Future Bonds							
Fiscal Agent Fees	3,000	1,000	1,000	1,000	1,000	1,000	
Total Water Utility Fund	834,664	847,844	844,099	850,101	853,557	854,403	
Sewer Utility Fund:							
1989 Series B (1992)	189,168	189,743	189,817	191,675	192,940	193,603	06/30/12
1989 Series C (1994)	115,854	116,803					06/30/05
1996 Refunding Bonds	403,432	414,840	528,379	531,634	533,313	533,370	06/30/14
1989 Series D (1997)	1,424,069	1,409,194	1,417,506	1,412,038	1,406,163	1,399,100	06/30/22
1989 Series E (1998)	3,545,800	3,544,100	3,536,100	3,491,800	3,453,300	3,404,900	06/30/23
Future Bonds							06/30/22
Fiscal Agent Fees	3,500	2,000	2,000	2,000	2,000	2,000	
Total Sewer Utility Fund	5,681,823	5,676,680	5,673,802	5,629,147	5,587,716	5,532,973	
Total Revenue Bonds	9,623,793	9,644,793	9,660,195	9,634,698	6,441,273	6,387,375	

DEBT SERVICE EXPENSE, CONTINUED

Appendix

	Adopted 2003/04	Forecast 2003/04	Forecast 2004/05	Forecast 2005/06	Forecast 2006/07	Forecast 2007/08	Forecast 2008/09	Final Payment Date
<u>Municipal Prop. Corp. (MPC) Bonds</u>								
Excise Debt Fund:								
1993 Refunding	4,381,513	4,381,513	4,394,138					06/30/05
1994 Refunding	1,135,620	1,135,620						06/30/04
1995 TPC	301,180	301,180	295,380	299,130	297,930	296,380	298,900	06/30/15
1996 McCormick/Stillman	356,660	356,660						06/30/04
1998 Various Purposes	188,400	188,400	187,200	190,800	184,000	187,200		06/30/08
2002 Refunding (Less \$3.0 anticipated Debt Defeasance)	782,050							
Future Bonds - Loloma Museum (4.1 mil Mar 2005) Gen Fund funded	208,205		304,321	303,063	305,463	302,088	303,713	06/30/25
Future Bonds - Loloma Museum (3.0 mil Mar 2005) Bed tax funded	152,635		223,429	221,688	219,788	222,413	219,913	06/30/25
Future Bonds - Giants Practice Field (6 mil Mar 2005) MSA funded			440,496	440,277	441,002	439,460	440,852	06/30/25
Future Bonds - Giants Practice Field (12 mil Mar 2005) TSA funded			880,993	880,553	882,003	878,920	881,703	06/30/25
Future Bonds - Westworld (18 mil Mar 2005)			1,099,366	1,103,223	1,102,023	1,100,423	1,103,423	06/30/35
Future Bonds - Westworld (30 mil Mar 2007)					2,159,687	2,159,620	2,160,820	06/30/27
Fiscal Agent Fees	60,000	50,000	50,000	50,000	50,000	50,000	50,000	
Total Excise Debt Fund	7,566,263	6,413,373	7,875,323	3,488,734	5,641,896	5,636,504	5,459,324	
Solid Waste Fund:								
1995 Transfer Station	341,493	341,493	339,243	341,493	337,993	339,413	340,400	06/30/10
Fiscal Agent Fees	4,000	4,000	4,000	4,000	4,000	4,000	4,000	
Total Solid Waste Fund	345,493	345,493	343,243	345,493	341,993	343,413	344,400	
Water Fund:								
2001 Scottswater	1,715,700	1,715,700	1,756,700	1,804,550	1,868,900	1,908,400		6/30/08
Future Bonds - MPC/Arsenic (55 mil April 2004)		4,178,174	4,177,223	4,176,765	4,174,793	4,174,977	4,177,287	6/30/24
Future Bonds - MPCV/Arsenic (18 mil May 2006)				722,184	1,444,367	1,444,367	1,444,367	6/30/25
Future Bonds - MPC/Arsenic (13 mil May 2008)						521,577	1,043,154	6/30/27
Fiscal Agent Fees	4,000	4,000	4,000	4,000	4,000	4,000	4,000	
Total Water Fund	1,719,700	5,897,874	5,937,923	6,707,498	7,492,060	8,053,321	6,668,808	
Sewer Fund:								
Future Bonds - MPC/Sewer (20 mil April 2004)		1,519,336	1,518,990	1,518,823	1,518,107	1,518,173	1,519,013	6/30/24
Total Sewer Fund	0	1,519,336	1,518,990	1,518,823	1,518,107	1,518,173	1,519,013	
Total MPC Bonds	9,631,456	14,176,076	15,675,479	12,060,549	14,994,056	15,551,411	13,991,545	
<u>Scottsdale Preserve Authority</u>								
Series 1997A	654,900	654,900	641,113					06/30/05
Series 1998	5,301,826	5,301,826	5,307,926	5,312,126	5,304,126	5,294,226	5,277,126	06/30/24
Series 2001 Refunding	901,996	901,996	903,746	1,520,246	1,525,921	1,518,296	1,515,296	06/30/22
Fiscal Agent Fees	5,000	5,000	8,000	8,000	8,000	8,000	8,000	
Total Scottsdale Preserve Authority	6,863,722	6,863,722	6,860,785	6,840,372	6,838,047	6,820,522	6,800,422	
<u>Contracts Payable</u>								
General Fund:								
U.S. Corps of Engineers - IBW	231,166	231,166	231,166	231,166	231,166	231,166	231,166	2032
Dial Corp	31,000	31,000	31,000	31,000	31,000	31,000	113,058	2009
US Patent Office	0	0	2,050				3,080	2009
Nordstrom Garage Lease	2,120,090	1,855,449	2,076,100	2,138,383	2,202,534	2,268,611	2,336,669	2028
Nordstrom Garage Sales Tax	40,282	35,254	39,446	40,629	41,848	43,104	44,397	2028
Anchor National Life	500,000	0	0	500,000	617,270			2007
BOR Administration/Westworld	55,000	55,000	55,000	55,000	55,000	55,000	55,000	2032
BOR Administration/TPC	55,000	55,000	55,000	55,000	55,000	55,000	55,000	2035
Promenade	883,000	1,050,000	1,155,000	748,353	0			2007
Waterfront Retail Sales Tax Rebate	0	0		143,310	288,194	285,476	293,626	2015
Waterfront Construction Sales Tax Rebate		90,450	241,200	301,500	150,750			2015
Hotel Valley Ho	0	25,000	210,000	150,000	160,000	170,000	180,000	2024
Stacked 40's/Lund - Retail Sales Tax Rebate	0	0	375,000	787,500	827,000	868,000	912,000	2014
Stacked 40's/Lund - Construction Sales Tax Rebate	0	0	72,000	0	0	0	0	2014
Total General Fund Contracts Payable	3,915,538	3,428,319	4,542,962	5,181,841	4,659,763	4,007,356	4,223,996	
Special Revenue Fund:								
McDowell Sonoran Preserve	956,583	956,583	955,115	951,765	952,290	955,780	952,480	2013
Total Special Revenue Fund	956,583	956,583	955,115	951,765	952,290	955,780	952,480	
Total Contracts Payable	4,872,121	4,384,902	5,498,077	6,133,606	5,612,053	4,963,136	5,176,476	
<u>Special Assessment Bonds</u>								
Existing Districts (excluding ID 104)	2,867,070	2,862,070	2,763,528	1,101,884	1,064,203	1,026,522	988,841	01/01/13
Series 104	36,068	39,144	23,855	22,453	21,051	19,649	18,247	2012
Fiscal Agent Fees		5,000	5,000	2,500	1,000	1,000	1,000	
Special Assessment Bonds	2,903,138	2,906,214	2,792,383	1,126,837	1,086,254	1,047,171	1,008,088	
TOTAL DEBT SERVICE	74,730,895	75,658,997	85,799,694	85,747,052	86,255,284	81,018,265	80,917,271	

LONG-TERM DEBT OUTSTANDING

Appendix

Long-Term Debt Outstanding

As of 6/30/04 through 6/30/08

	Balance at 6/30/04	Balance at 6/30/05	Balance at 6/30/06	Balance at 6/30/07	Balance at 6/30/08	Final Payment Date
General Obligation Bonds						
1993 G.O. Refunding	19,110,000	18,245,000	10,095,000	6,910,000	3,550,000	06/30/09
1993A G.O. Refunding	3,825,000	1,455,000	-	-	-	06/30/06
1997 Series H	1,235,000	-	-	-	-	06/30/05
1997 Refunding	19,770,000	19,685,000	18,780,000	15,800,000	12,685,000	06/30/14
1989 Series I (1998)	8,090,000	7,235,000	6,345,000	5,415,000	4,445,000	06/30/18
1999 A	5,500,000	4,500,000	3,450,000	2,350,000	1,200,000	06/30/09
1999	16,925,000	15,375,000	13,725,000	11,975,000	10,150,000	06/30/24
2001	28,225,000	27,200,000	26,135,000	25,030,000	23,880,000	06/30/24
2001 Refunding	46,845,000	44,115,000	42,110,000	42,040,000	41,970,000	06/30/22
2002	64,295,000	62,275,000	60,190,000	58,025,000	55,775,000	06/30/24
2002 Refunding	65,015,000	63,170,000	59,955,000	56,630,000	53,195,000	06/30/19
2003 Refunding	15,020,000	14,975,000	14,925,000	13,340,000	11,710,000	06/30/13
Future Bonds	113,400,000	108,965,000	170,670,000	197,000,000	203,805,000	06/30/28
Total G.O. Bonds	407,255,000	387,195,000	426,380,000	434,515,000	422,365,000	
Revenue Bonds						
1993 HURF Refunding	8,475,000	5,815,000	2,990,000	-	-	06/30/07
1989 Util Series B (1992)	2,660,000	2,395,000	2,115,000	1,815,000	1,495,000	06/30/12
1989 Util Series C (1994)	240,000	-	-	-	-	06/30/05
1996 Refunding	6,175,000	5,600,000	4,750,000	3,850,000	2,900,000	06/30/14
1989 Util Series D (1997)	16,550,000	15,975,000	15,350,000	14,700,000	14,025,000	06/30/22
1989 Util Series E (1998)	42,745,000	41,345,000	39,855,000	38,305,000	36,685,000	06/30/23
Total Revenue Bonds	76,845,000	71,130,000	65,060,000	58,670,000	55,105,000	
MPC Bonds						
1993 Refunding	4,170,000	-	-	-	-	06/30/05
1995 Taxable Excise - TPC	2,150,000	2,025,000	1,885,000	1,735,000	1,575,000	06/30/15
1998 Various Purpose	680,000	520,000	350,000	180,000	-	06/30/08
1995 Transfer Station	1,740,000	1,485,000	1,215,000	935,000	640,000	06/30/10
2001 Scottswater	6,625,000	5,135,000	3,545,000	1,835,000	-	06/30/08
Future Bonds	73,100,830	112,102,092	127,017,835	151,718,745	160,038,777	06/30/35
Total MPC Bonds	88,465,830	121,267,092	134,012,835	156,403,745	162,253,777	
Scottsdale Preserve Authority Bonds						
1997 Excise Tax	595,000	-	-	-	-	06/30/05
1998 Excise Tax	67,925,000	65,995,000	63,945,000	61,780,000	59,495,000	06/30/24
2001 Refunding	17,305,000	17,235,000	16,545,000	15,820,000	15,070,000	06/30/22
Total Scottsdale Preserve Authority Bonds	85,825,000	83,230,000	80,490,000	77,600,000	74,565,000	

LONG-TERM DEBT OUTSTANDING

Appendix

	Balance at 6/30/04	Balance at 6/30/05	Balance at 6/30/06	Balance at 6/30/07	Balance at 6/30/08	Final Payment Date
Contracts						
U.S. Corps of Engineers	3,240,991	3,175,633	3,106,932	3,034,716	2,958,806	2032
Dial Corporation	230,313	199,313	168,313	137,313	-	2008
U.S. Patent Office	5,130	3,080	3,080	3,080	3,080	01/29/09
Bureau of Reclamation/Westworld	1,595,000	1,540,000	1,485,000	1,430,000	1,375,000	07/29/32
Bureau of Reclamation/TPC	1,705,000	1,650,000	1,595,000	1,540,000	1,485,000	06/10/35
McDowell Sonoran Preserve	6,825,000	6,195,000	5,540,000	4,855,000	4,135,000	06/30/13
Underground Improvement District 104	112,362	98,341	84,321	70,300	56,279	06/30/13
Total Contracts Payable	13,713,796	12,861,367	11,982,646	11,070,409	10,013,165	
Special Assessment Bonds						
Existing Districts	8,754,734	6,340,000	5,505,000	4,670,000	3,835,000	01/01/13
Future Districts	-	-	-	-	-	
Total Special Assessment Bonds	8,754,734	6,340,000	5,505,000	4,670,000	3,835,000	
Total All Existing Bonds and Contracts	494,358,530	460,956,367	425,742,646	394,210,409	364,293,165	
Total All Future Bonds and Contracts	186,500,830	221,067,092	297,687,835	348,718,745	363,843,777	
TOTAL LONG-TERM DEBT OUTSTANDING	680,859,360	682,023,459	723,430,481	742,929,154	728,136,942	

GLOSSARY OF TERMS

Actual – Actual, as used in the fund summaries and department and division summaries within the budget document, represents the actual costs results of operations. This category is presented on a GAAP basis, with the exception that depreciation and amortization are not budgeted and principal payments on debt in the enterprise funds are budgeted as expenses.

Adopted – Adopted, as used in the fund summaries and department and division summaries within the budget document, represents the budget as approved by the City Council.

Appropriation – An authorization made by the City Council, which permits the City to incur obligations and to expend resources.

Assessed Valuation – A government sets a valuation upon real estate or other property as a basis for levying taxes. An assessed valuation represents the appraised valuation less any exemptions.

Base Budget – Cost of continuing the existing levels of service in the current budget year.

Beginning Balance – The beginning balance is the residual non-restricted funds brought forward from the previous fiscal year (ending balance).

Bonds – Bonds are debt instruments, which require repayment of a specified principal amount on a certain date (maturity date), together with interest at a stated rate or according to a formula for determining the interest rate.

Bond Funds – Established to account for bond proceeds to be used only for approved bond projects.

Budget – A budget is a plan of financial operation embodying an estimate of proposed expenditures and the means of financing them. Used without any modifier, the term usually indicates a financial plan for a single fiscal year. In practice, the term budget is used in two ways. Sometimes it designates the financial plan presented for adoption and other times it designates the plan finally approved. It is usually necessary to specify whether the budget under consideration is preliminary and tentative, or whether the appropriating body has approved it.

Budget Calendar – The schedule of key dates, which a government follows in the preparation and adoption of the budget.

Budgetary Basis – Budgets are adopted on a basis consistent with Generally Accepted Accounting Principles (GAAP), with the exception that (1) encumbrances are considered to be an expenditure chargeable to appropriations; (2) no depreciation is budgeted for proprietary funds; and (3) bond principal in the enterprise funds is subject to appropriation.

Capital Outlay – Includes the purchase of land, the purchase or construction of buildings, structures, and facilities of all types, plus machinery and equipment. It includes expenditures that result in the acquisition or addition of a fixed asset or increase the capacity, efficiency, span of life, or economy of operating an existing fixed asset. For an item to qualify as a capital outlay expenditure it must meet all of the following requirements: (1) have an estimated useful life of more than one year; (2) typically have a unit cost of \$5,000 or more; and (3) be a betterment or improvement. Replacement of a capital item is classified as a capital outlay under the same code as the original purchase. Replacement or repair parts are classified under commodities.

Capital Improvement Funds – Established to account for financial resources to be used for the acquisition or construction of major capital facilities. The City maintains several Capital Project funds to ensure legal compliance and financial management for various restricted revenues.

Capital Improvement Plan (CIP) – A capital improvement plan is a comprehensive plan that projects the capital needs of the community. Generally, it is a cyclical process that projects the needs for a set number of years. Capital improvement plans are essential to sound infrastructure and financial planning. The annual capital budget is derived from the long-term CIP.

Capital Project – Any project having assets of significant value and having a useful life of five years or more. Capital projects include the purchase of land, design, engineering and construction of buildings, and infrastructure items such as streets, bridges, drainage, street lighting, and water systems.

Commodities – Commodities are expendable items purchased through the City-approved centralized purchasing process. This classification includes supplies, repair and replacement parts, small tools, and maintenance and repair materials that are not of a capital nature.

Community Facilities Districts (CFD) – CFDs are special purpose public improvement districts. By utilizing a variety of public funding options such as bonds, special assessments, taxes and user fees, CFDs provide a mechanism to finance public infrastructure, the operation and maintenance of public infrastructure, and enhanced municipal services in qualifying areas.

Consumer Price Index (CPI) – A statistical description of price levels provided by the U.S. Department of Labor. The index is used as a measure of the increase in the cost of living (i.e., economic inflation).

Contingency – A budgetary reserve set aside for emergencies or unforeseen expenditures not otherwise budgeted.

Contracts Payable – Contracts payable represents a liability reflecting amounts due on contracts of goods or services furnished to the City.

Contractual Services – Includes expenditures for services performed by firms, individuals, or other City departments. Supplies are not included in the contractual services accounts.

Cost Center – An organizational budget/operating unit within each City division or department.

Court Enhancement Fund – A fund to accumulate fees imposed by the City Court on fines, sanctions, penalties and assessments for the purpose of enhancing the technological, operational and security capabilities of the City Court.

Debt Service – Paid from the General Fund, is primarily contractual debt related to sales tax development agreements and will vary based on the actual sales tax collections at each developed site.

Debt Service Funds – Established to account for the accumulation of resources and for the payment of general long-term debt principal and interest that are not serviced by the General, Special Revenue, and Enterprise Funds. It does not include contractual obligations accounted for in the individual funds.

Department – The combination of divisions of the City headed by a general manager with a specific and unique set of goals and objectives (i.e., Police, Fire, Financial Services, Water Resources, etc.).

Division – A functional unit within a department consisting of one or more cost centers engaged in activities supporting the unit's mission and objectives.

Encumbrance – Includes obligations in the form of purchase orders, contracts, or other commitments. They cease to be encumbrances when paid, canceled, or when the actual liability is established.

Encumbrance Rebudgets – The balance of unliquidated purchase commitments brought forward from the previous fiscal year.

Ending Balance – The residual non-restricted funds that are spendable or available for appropriation at the end of the fiscal year.

Enterprise Capital Funds – are used to account for utility rates and development fees for specific projects.

Enterprise Funds – Established to account for operations, including debt service that are financed and operated similarly to private businesses - where the intent is the service is self-sufficient, with all costs supported predominantly by user charges. The City maintains three Enterprise Funds to account for Water & Sewer, Solid Waste, and Aviation activities.

Equipment Rental – Represents fees charged to other areas of the City for the maintenance, repair, and replacement of City vehicles. The fee for these charges is returned to the fleet management internal service fund as revenue.

Estimate – Represents the original adopted budget plus any prior year open purchase orders, contingency transfers, approved changes, and anticipated year-end savings.

Excise Debt – Represents debt that is repaid by excise taxes. In this case, the excise taxes used to fund the debt service payments are a portion of the transaction privilege (sales) tax and transient occupancy tax.

Expenditures – Represents decreases in net financial resources. They include current operating expenses, which require the current or future use of net current assets, debt services, and capital outlays.

Fees – Charges for specific services.

Financial Policy – A government's directive with respect to revenues, spending, reserves, and debt management as these relate to government services, programs and capital investment. Financial policy provides an agreed upon set of principles for the planning and programming of government budgets and its funding.

Fiscal Year – A twelve-month period designated as the operating year for accounting and budgeting purposes in an organization. The City of Scottsdale's fiscal year is July 1 through June 30.

Five-Year Financial Plan – An estimation of revenues and expenses required by the City to operate for the next five-year period.

Forecast – A prediction of a future outcome based on known and unknown factors.

Franchise Fee – Charged to the water and sewer utility fund, is a reimbursement to the general fund for the utility's use of City streets and right-of-ways.

Fringe Benefits – Contributions made by a government to meet commitments or obligations for employee-related expenses. Included is the government's share of costs for social security and the various pension, medical, and life insurance plans.

Full-Time Equivalent (FTE) – A calculation used to convert part-time hours to equivalent full-time positions. Full-time employee salaries are based on 2,080 hours per year. The full-time equivalent of a part-time employee is calculated by dividing the number of hours budgeted by 2,080.

Fund – A fiscal and accounting entity with a self-balancing set of accounts. Records cash and other financial resources together with all related liabilities and residual equities or balances and changes therein. These are segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations, restrictions, or limitations.

Fund Balance – The balance of net financial resources that are spendable or available for appropriation.

Fund Summary – A combined statement of revenues, expenditures, and changes in fund balance for the prior year's actual, adopted, estimated budgets, and the current year's adopted budgets.

GAAP Adjustments – Differences arising from the use of a basis of accounting for budgetary purposes that differs from the basis of accounting applicable when reporting on operations in conformity with Generally Accepted Accounting Principles (GAAP). For example, depreciation and amortization in Enterprise Funds are not considered expenses on the budget basis of accounting, but are considered expenses on the GAAP basis.

General Fund – Primary operating fund of the City. It exists to account for the resources devoted to finance the services traditionally associated with local government. Included in these services are police and fire protection, parks and recreation, planning and economic development, general administration of the City, and any other activity for which a special fund has not been created.

General Long-term Debt – Represents any unmatured debt not considered to be a fund liability.

General Obligation Bonds (G.O. Bonds) – Bonds secured by the full faith and credit of the issuer. G.O. bonds issued by local units of government are secured by a pledge of the issuer's property taxing power (secondary portion). They are usually issued to pay for general capital improvements such as parks and roads.

Generally Accepted Accounting Principles (GAAP) – The uniform minimum standards and guidelines to financial accounting and reporting. They govern the form and content of the basic financial statements of an entity. GAAP encompass the conventions, rules, and procedures necessary to define the accepted accounting practices at a particular time. They include both broad

guidelines of general application and detailed practices and procedures. GAAP provides standards by which to measure financial presentations.

Goal – A statement of broad direction, purpose or intent based on the needs of the community. A goal is general and timeless.

Grant – A contribution by one government unit or funding source to another. The contribution is usually made to aid in the support of a specified function (i.e., education or drug enforcement), but it is sometimes for general purposes.

Grant Capital Funds – are used to account for the proceeds of capital grants.

Golf Course Surcharge – A \$1 per nine hole surcharge established in 1994 for all City owned golf courses. Revenue collected from this source is used for capital improvements, debt service on capital improvements, silt management, catastrophic flood funding, and support of the FBR Open golf tournament.

Highway User Fuel Tax – Gasoline tax shared with municipalities; a portion is distributed based upon the population of the City and a portion is distributed based upon the origin of the sales of the fuel. The Arizona State Constitution requires that this revenue be used solely for street and highway purposes.

Improvement Districts – Consists of property owners desiring improvements to their property. Bonds are issued to finance these improvements, which are repaid by assessments on affected property. Improvement District debt is paid for by a compulsory levy (special assessment) made against certain properties to defray all or part of the cost of a specific capital improvement or service deemed to benefit primarily those properties.

Indirect Cost Allocation – Funding transferred to the general fund from enterprise funds for specific central administrative functions, which benefit those funds (i.e., City Manager, Financial Services Department, Human Resources, Legal, etc.).

In-Lieu Property Tax – Charges to the enterprise funds, which compensates the general fund for the property tax that would have been paid if the utilities were for-profit companies.

Intergovernmental Revenues – Levied by one government but shared on a predetermined basis with another government or class of governments.

Internal Service Fund – Established to account for the financing, on a cost-reimbursement basis, of commodities or services provided by one program for the benefit of other programs within the City. The City maintains two Internal Service Funds to account for Fleet and Self-Insurance activities.

Mission – Defines the primary purpose of the City and is intended to guide all organizational decisions, policies, and activities (internal and external) on a daily basis.

Municipal Property Corporation (MPC) – A non-profit corporation established to issue bonds to fund City capital improvements projects.

Needs Assessment – The foundation for determining what City customers feel is needed. Market surveys, public hearings, and boards and commission surveys are conducted.

Objective – Something to be accomplished in specific, well-defined, and measurable terms and that is achievable within a specific time frame.

Operating Budget – The plan for current expenditures and the proposed means of financing them. The annual operating budget is the primary means by which most of the financing, acquisition, spending, and service delivery activities of a government are controlled. The use of annual operating budgets is required by law in Arizona and is a requirement of Scottsdale's City Charter.

Operating Revenue – Funds that the government receives as income to pay for ongoing operations. It includes such items as taxes, fees from specific services, interest earnings, and grant revenues. Operating revenues are used to pay for day-to-day services.

Ordinance – A formal legislative enactment by the governing body of a municipality. If it is not in conflict with any higher form of law, such as a state statute or a constitutional provision, it has the full force and effect of law within the boundaries of the municipality to which it applies.

Other Fiscal Activity – Refers to various trust and agency funds used to account for assets held by the City in a trustee capacity or as an agent for individuals, other governmental units, and other funds.

Outstanding Debt – The balance due at any given time resulting from the borrowing of money or from the purchase of goods and services.

Pay-As-You-Go Capital Improvement Projects (PAYG) – Capital projects whose funding source is derived from City revenue sources other than through the sale of voter-approved bonds.

PC Replacement Program – Established to centralize the responsibility for personal computer service and the maintenance of computer and printer inventories. Departments are assessed an annual fee based upon their inventory of PCs and printers in use. The charge is accumulated in the PC Replacement Fund and used to replace printers and desktop/laptop computers on a standard replacement schedule.

Performance Measure – Data collected to determine how effective or efficient a program is in achieving its objectives.

Personal Services – Include the salaries and wages paid to employees plus the City's contribution for fringe benefits such as retirement, social security, health, and workers' compensation insurance.

Preserve Bonds – Represent excise tax revenue bonds and G.O bonds. The bonds are special revenue obligations of the Scottsdale Preserve Authority payable solely from and secured by a 0.2% sales tax approved by City voters. The bonds are issued for the purpose of acquiring land for the McDowell Sonoran Preserve.

Program – A group of related activities performed by one or more organizational units for the purpose of accomplishing a function for which the City is responsible. A program differs from a division from the standpoint that cost centers from different departments may make up a program while cost centers from the same department make up a division.

Program Budget – A budget, which allocates money to the functions or activities of a government rather than to specific items of cost or to specific departments.

Property Tax – Based according to value of property and is used as the source of monies to pay general obligation debt (secondary property tax) and to support the general fund (primary property tax).

Primary Property Tax – Levied for the purpose of funding general government operations. Annual increases are limited to 2.0% of the previous year's maximum allowable primary property tax levy plus allowances for new construction and annexation of new property and tort litigation settlements.

Rebudget – Carryover represents encumbered and committed funds carried forward to the next fiscal year budget.

Refunding – A procedure whereby an issuer refinances an outstanding bond issue by issuing new bonds. There are generally two major reasons for refunding: (1) to reduce the issuer's interest costs or (2) to remove a burdensome or restrictive covenant imposed by the terms of the bonds being refinanced. The proceeds of the new bonds are either deposited into escrow to pay the debt service on the outstanding obligations when due, or they are used to immediately retire the outstanding obligations. The new obligations are referred to as the refunding bonds and the outstanding obligations being refinanced are referred to as the refunded bonds or the prior issue.

Reserve – An account which records a portion of the fund balance which must be segregated for some future use and which is, therefore, not available for further appropriation or expenditure.

Revenue Bonds – Bonds payable from a specific source of revenue, which do not pledge the full faith, and credit of the issuer. Revenue bonds are payable from identified sources of revenue and do not affect the property tax rate. Pledged revenues may be derived from operation of the financed project, grants, excise, or other specified non-property tax.

Racketeered Influenced and Corrupt Organizations (RICO) Funds – Funds obtained from an anti-racketeering revolving fund maintained by either the Federal or State government as a result of asset forfeitures from criminal enterprises and are allocated to municipalities for approved non-recurring public safety expenditures.

Secondary Property Tax – Levied for the purpose of funding the principal, interest, and redemption charges on general obligation bonds of the City. The amount of this tax is determined by the annual debt service requirements on the City's general obligation bonds.

Self Insurance – The retention by an entity of a risk of loss arising out of the ownership of property or from some other cause instead of transferring that risk through the purchase of an insurance policy.

Service Levels – Describe the present services provided by a City department and/or division within the department.

Sinking Fund – An account into which a debt issuer makes periodic deposits to ensure the timely availability of sufficient monies for the payment of debt service requirements. The revenues to be deposited into the sinking fund and payments therefrom are determined by the terms of the bond contract.

Special Assessment – A compulsory levy made against certain properties to defray all or part of the cost of a specific capital improvement or service deemed to benefit primarily those properties.

Special Revenue Funds – Established to account for the proceeds of specific revenue sources that are legally restricted to expenditures for specified purposes. The City maintains the following five Special Revenue Funds: Highway User Revenue, Preservation Privilege Tax, Transportation Privilege Tax, Special Programs, and Grants.

Street Light Improvement Districts – Formed to provide a means for properties within a district to maintain street lights within their boundaries. A street light tax is levied against the property owner to cover the cost of electrical billings received and paid by the City.

Taxes – Compulsory charges levied by a government for the purpose of financing services performed for common benefit. This term does not include specific charges made against particular persons or property for current or permanent benefits such as special assessments. Neither does the term include charges for services rendered only to those paying such charges, such as water service.

Tax Rate – The amount of tax levied for each \$100 of assessed valuation.

Transfers – The authorized exchanges of cash or other resources between funds, divisions, departments and/or capital projects.

Transportation Privilege Tax Capital Fund – Established to account solely for transportation projects.

Trend Analysis – Examines changes over time, which provides useful management information such as the City's current financial situation and its future financial capacity to sustain service levels.

Trust Funds – Established to administer resources received and held by the City as the trustee or agent for others. Use of these funds facilitates the discharge of responsibility placed upon the City by virtue of law or other similar authority.

Unreserved Fund Balance – The portion of a fund's balance that is not restricted for a specific purpose and is available for general appropriation.

Unrestricted General Capital Fund – Established to account for transfers-in from the General Fund and for any other activity for which a special capital fund has not been created.

User Fee – The fee charged for services to the party or parties who directly benefits.

City of Scottsdale, Arizona

Proposed FY 2004/05 Budget

Program Operation Budget

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Volume Two

City Council

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Mary Manross, Mayor
Wayne Ecton, Vice Mayor
Robert W. Littlefield
Ned O'Hearn
David Ortega
Roberta Pilcher
Tom Silverman

Administrative Staff

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Jan M. Dolan,
City Manager
Barbara Burns,
Assistant City Manager
Ed Gawf,
Deputy City Manager
Roger Klingler,
Assistant City Manager
Craig Clifford, CPA
Chief Financial Officer
Art Rullo,
Budget Director

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Mayor and City Council's Mission

It is the mission of the City of Scottsdale to build citizen trust by fostering/practicing open, accountable, and responsive government; to provide quality services; to provide long-term prosperity; to preserve Scottsdale's unique southwestern character; to plan and manage growth in harmony with its desert surroundings; and to promote livability by enhancing and protecting its neighborhoods. Quality of life for residents and visitors shall be the paramount consideration.



Mary Manross, Mayor

Mary Manross was elected Mayor of Scottsdale in May 2000 after eight years as a councilwoman. Mayor Manross is a member of the National League of Cities (NLC) Transportation Infrastructure Steering Committee, the primary group responsible for the NLC's National policy on transportation. Mayor Manross also chairs Valley Metro, serves as President of the Arizona Municipal Water Users Association (AMWUA), is on the Executive Committee of Maricopa Association of Governments (MAG), is an executive board member of The League of Arizona Cities and Towns and active with the Arizona Town Hall and Arizona Women in Municipal Government. Prior to her time in elected office, Mayor Manross held positions of leadership in community, education and church organizations. A thirty-year resident of Scottsdale, Mayor Manross holds a bachelor degree in Political Science and a secondary teaching credential.

Mayor and City Council's Broad Goals

Goal A: Neighborhoods

Enhance and protect a diverse, family-oriented community where neighborhoods are safe, protected from adverse impacts, and well maintained.

Goal B: Preservation

Preserve the character and environment of Scottsdale.

Goal C: Transportation

Provide for the safe, efficient and affordable movement of people and goods.

Goal D: Economy

Position Scottsdale for short- and long-term economic prosperity by stabilizing, promoting, strengthening, stimulating, expanding and diversifying our economic resources.

Goal E: Fiscal and Resource Management

Ensure Scottsdale is fiscally responsible and fair in its management of taxpayer money and city assets, and coordinates land use and infrastructure planning within the context of financial demands and available resources.

Goal F: Open and Responsive Government

Make government accessible, responsive and accountable so that pragmatic decisions reflect community input and expectations.



Vice Mayor Wayne Ecton

Councilman Wayne Ecton was elected to his first term on the Scottsdale City Council in March 2002. He previously served on the 2001/2002 Citizens Budget Committee and the Big Box Ideas Team, which helped the city develop an ordinance to regulate the placement and appearance of "big box" retail buildings. A Scottsdale resident since 1996, Councilman Ecton is a member of the Coalition of Pinnacle Peak, the Greater Pinnacle Peak Homeowners Association, Friends of the McDowell Land Trust and the Foothills Community

Foundation. He also is a member of the Scottsdale Center for the Arts, the Art Alliance for Contemporary Glass, the American Craft Council and the Glass Art Society. Councilman Ecton retired from Alcoa after 33 years in high-level financial management positions in the U.S. corporate headquarters and International and U. S. operating locations. Councilman Ecton holds a bachelor's degree in business. He was also a member of the Financial Executives Institute until his retirement.



Councilman Robert W. Littlefield

Councilman Robert W. Littlefield was elected to his first term on the Scottsdale City Council in May 2002. He is the founder and president of NetXpert Systems, Inc., a Scottsdale-based computer company. He also is a commercial pilot and flight instructor. Councilman Littlefield has been involved in a variety of civic, youth and professional organizations. He is a member and former director of the Arizona Software & Internet Association, the Arizona Pilot's Association, Aircraft Owners and Pilots Association, National Federation of

Independent Business, American Legion, Kiwanis Club and Civitan. A Vietnam combat veteran, Councilman Littlefield served in the U.S. Army from 1968 to 1970 and in the Arizona Army National Guard from 1971 to 1974. Councilman Littlefield holds a bachelor's degree in engineering from Arizona State University.



Councilman Ned O'Hearn

Councilman Ned O'Hearn was elected to his first term on the Scottsdale City Council in May 2000. Councilman O'Hearn is Executive Vice President of ONCOR International - an international service organization based in Washington, D.C., that is comprised of and owned by 54 independent commercial real estate brokerage companies around the world. He is a facilitator, trainer and coordinator of business activities. With a master's degree in city planning from San Diego State University, Councilman O'Hearn holds a particular

interest in the ways cities prepare for and respond to demographic and economic change. Councilman O'Hearn was born in Massachusetts and received his bachelor's degree in English from The College of The Holy Cross. He served as an officer in the Navy with Vietnam service.



**Councilman
David Ortega**

Councilman David Ortega was elected to his first term on the Scottsdale City Council in May 2000. Councilman Ortega graduated with a degree in Architecture from the University of Arizona, with additional studies at La Salle Arquitectura in Mexico City, Mexico. In 1978,

he interned with Bennie Gonzales, the award-winning architect who designed Scottsdale City Hall, the Scottsdale Center for the Arts, and the original Civic Center Library. Mr. Ortega opened his own architectural firm in downtown Scottsdale in 1984. His professional work includes a wide variety of residential and commercial projects in Arizona and California. In addition, he has completed a number of *pro bono* projects, including the Chrysalis Shelter for Victims of Domestic Violence and the Saint Maria Goretti Catholic Church. Councilman Ortega has been an active member of the American Institute of Architects since 1984. In addition to his professional work, Councilman Ortega has been very active in community civic, educational, and charitable organizations since becoming a Scottsdale resident in 1979.



**Councilwoman
Roberta Pilcher**

Councilwoman Roberta Pilcher was appointed to the Scottsdale City Council in November 2003 to fill a vacancy due to the resignation of another Council member. She will serve through June 2004. A retired special education

teacher, Councilwoman Pilcher has lived in Scottsdale 43 years and in Arizona for more than six decades. She has been involved in numerous city, civic and community causes. Her service to Scottsdale city government includes stints on the original Scottsdale Town Enrichment Program - or STEP - Committee in the mid-1960s, as a participant in Brookings Institute planning seminars in the early 1970s, and as a participant in the Scottsdale 2020 long-range planning process in the mid-1990s. She also has been a member and chairman of the Library Board, a member of the Historic Preservation Commission and a member of the Council Districts Advisory Task Force. She holds a bachelor's degree in education from Arizona State University.



**Councilman
Tom Silverman**

Councilman Tom Silverman was elected to his first term on the Scottsdale City Council in March 2000. A resident since 1953, Councilman Silverman's civic involvement includes terms as president of the Scottsdale Chamber of Commerce and the Scottsdale Foundation for the

Handicapped. He has served on the board of directors of the Scottsdale Memorial Hospital Foundation and the Scottsdale Chamber of Commerce Foundation, in addition to the advisory boards of the Scottsdale Historical Society, Scottsdale Leadership and the McDowell Sonoran Land Trust. Councilman Silverman is a Scottsdale Charros life member. He was chairman of the Governor's Tourism Advisory Council for the Arizona Office of Tourism and served on the Scottsdale Hospitality Commission. Councilman Silverman is the co-owner and general manager of Scottsdale's Chaparral Suites Hotel. He is a graduate of Scottsdale High School, Arizona State University and the first Scottsdale Leadership class. In 1991, he received the Frank W. Hodges Alumni Achievement Award from Scottsdale Leadership and also was named "Citizen of the Year" by the Scottsdale Association of Realtors.



Janet M. Dolan, City Manager

Janet M. Dolan has been City Manager of Scottsdale since August 2000. Prior to her arrival in Scottsdale, she served 10 years as City Manager of Menlo Park, California. From 1984 to 1990, she served as Assistant City Manager in Santa Rosa, California,

where she was responsible for labor relations and oversaw the Public Works, Recreation and Parks, Community Development and Utilities departments. From 1982 to 1984 she served as Assistant to the City Manager of Reno, Nevada and as Director of Administrative Services/Administrative Assistant in Great Falls, Montana, from 1979 to 1984. Ms. Dolan has a Bachelor of Arts degree with honors from the University of Montana, graduate coursework in public administration from Montana State University, and leadership training at the Senior Executive Institute for Government Officials at the University of Virginia. As Scottsdale's City Manager, she is a member of the management committees for the Maricopa Association of Governments, the Regional Public Transportation Authority and the Southwest Regional Operating Group, which oversees wastewater operations for a consortium of Valley cities.

Barbara Burns, Assistant City Manager

Barbara Burns was appointed Assistant City Manager in 1990 and has responsibility for overseeing the following Departmental areas; Financial Services, Community Services, Information Systems and WestWorld. Barbara has been with the City of Scottsdale since 1975, working in a number of program areas prior to her current position. Before coming to work in Scottsdale, she was employed in State and County government and the private sector.

Barbara received her Masters Degree in Business Administration from Arizona State University and Bachelors of Arts Degree in Psychology from Akron University in Ohio. She serves on the Board of Directors for the Cactus League Baseball Association and is a graduate and member of Valley Leadership Class IV. She is also a member of the International City Management Association and the Arizona City/County Management Association.

Ed Gawf, Deputy City Manager

Ed Gawf was appointed to the City of Scottsdale's new Deputy City Manager position in September 2001. His responsibilities include overseeing the City's Transportation, Planning Systems, Citizen & Neighborhood Resources and Preservation Departments.

Ed began his career as a Planner with the City of Arvada, Colorado before moving on to Boulder where he held several positions, including Director of Planning. As Ed's career developed, he moved to San Jose, California where he served in a variety of roles including the Deputy Director of Planning, Building and Code Enforcement. Before moving to Scottsdale, Ed was the Director of Planning and Community Environment for the City of Palo Alto, California. In this role, Ed oversaw the transportation, building and planning processes of the City. He holds a Bachelor of Arts as well as a Masters degree, both in Political Science, from Oklahoma State University, and is a member of the American Institute of Certified Planners.

Roger Klingler, Assistant City Manager

Roger Klingler was appointed Assistant City Manager in February, 1998, and has responsibility for overseeing the City's Water Resources, Municipal Services Departments, and Intergovernmental Relations and the implementation of the City's \$800 million CIP Program. He has served the City since 1979 in several capacities. He was Water Resources General Manager from 1994 to 1998, and Assistant General Manager from 1990 to 1994.

Mr. Klingler previously served the City as Assistant to the City Manager for Intergovernmental Relations, representing the City before the State Legislature and other state, federal and local agencies. He also worked as a Management Assistant in the City's office of Management and Productivity, analyzing and implementing productivity improvements in various City Departments.

He received his Master's Degree in Public Administration and Bachelors of Arts Degree in Political Science from Michigan State University. Mr. Klingler is on the Board of Managers for the Scottsdale/Paradise Valley YMCA, is a graduate of Valley Leadership Class XII, and Scottsdale Leadership Class I, and is a member of the International City Management Association and the Arizona City/County Management Association.

Craig Clifford, CPA, Chief Financial Officer

Craig Clifford is a Certified Public Accountant and Certified Government Financial Manager, hired by the City in 1992. Prior to joining the City he served as Accounting Manager, Budget Manager and Auditor for other Arizona municipalities and worked in the banking industry. He earned undergraduate degrees in Business Management and Accounting from Arizona State University and a Masters in Business Administration with honors from the University of Phoenix. He is also a graduate of The Advanced Government Finance Institute sponsored by the Government Finance Officers Association (GFOA), the Advanced Public Executive Program sponsored by Arizona State University, and the College for Financial Planning, Denver, Colorado. He currently serves on the GFOA Executive Board, served on the GFOA Budget and Management subcommittee, and is Past President of the Arizona Finance Officers Association. He is a member of the Arizona Society of CPAs, American Institute of CPAs, Association of Government Accountants, Municipal Treasurer's Association and Diplomat of the American Board of Forensic Accounting.

Art Rullo, MPA, Budget Director

Art Rullo joined the Financial Services staff as Budget Director in August of 2002. Art holds a Bachelor of Science degree in Accounting from Saint Vincent College and a Masters of Public Administration degree from the University of Pittsburgh. Over his professional career Art has worked for large urban city and county governments as well as an international public accounting firm. His professional designations include Certified Government Finance Manager (CGFM) and a Certified Public Finance Officer (CPFO). Art also serves as a budget reviewer for the Government Finance Officers Association.

Bryan Bundy, MBA, Senior Budget Analyst

Prior to joining the City of Scottsdale in May 2003 Bryan was employed for the past 11 years with the State of Arizona. He holds a Bachelor of Science degree in Accounting from Arizona State University and an M.B.A. in Management Information Systems from Western International University.

Joyce Gilbride, CPA, Senior Budget Analyst

Joyce Gilbride is a Certified Public Accountant and holds a Master of Business Administration degree from the University of Phoenix. During her thirteen year career with the City, she has held a series of increasingly responsible positions in areas of accounting, audit, and budget. Joyce is a member of the Arizona Society of Certified Public Accountants and the American Institute of Certified Public Accountants.

Judy McIlroy, MBA Budget Analyst

Judy McIlroy joined the Financial Services staff in December 2003. Prior to joining the City, she served as a Budget Analyst with the Arizona Department of Health Services. Judy holds a Bachelor of Science degree in Business Management and a Master of Business Administration degree from the University of Phoenix.

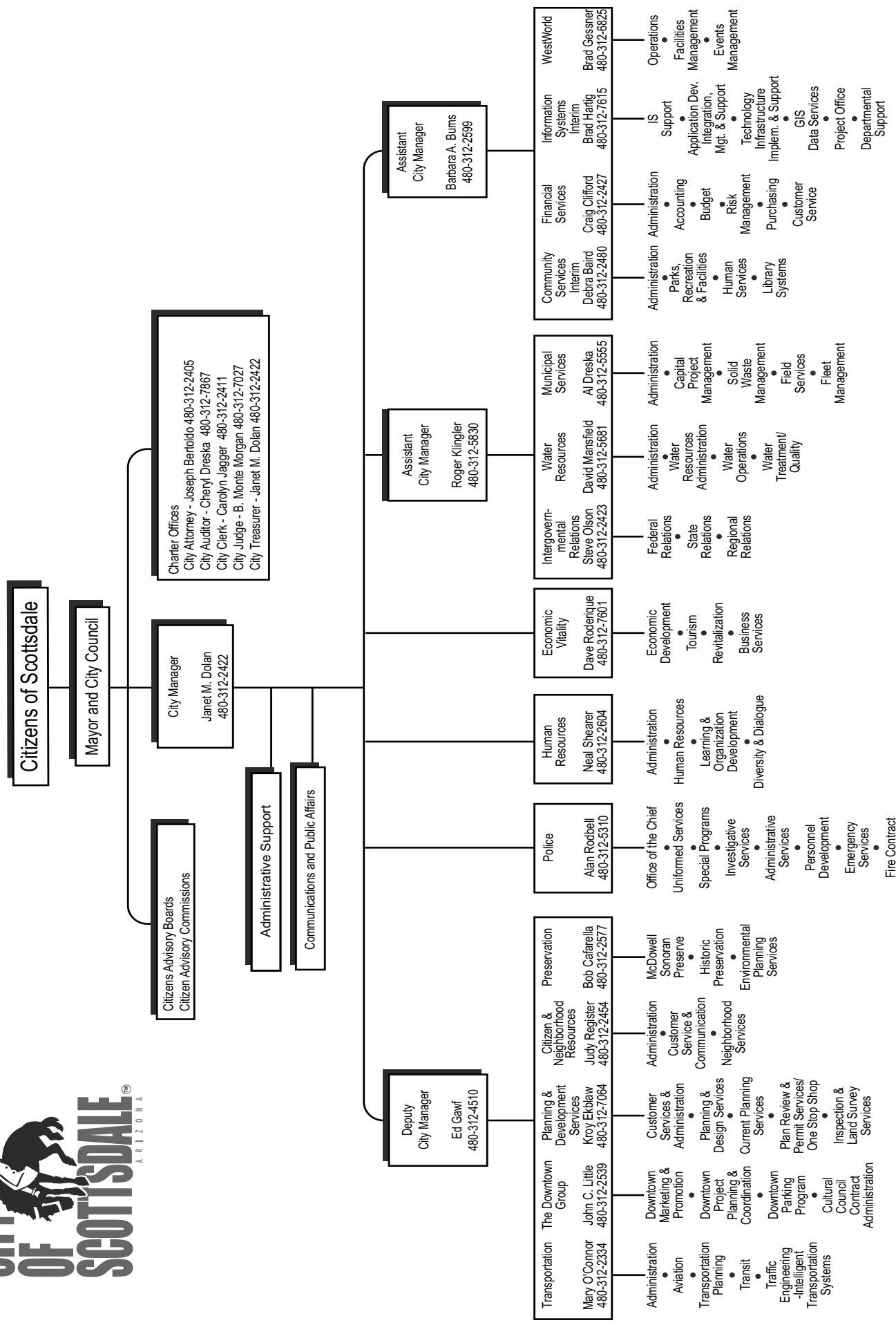
Jeff Nichols, CPA, Senior Budget Analyst

Jeff Nichols is a Certified Public Accountant hired by the City in September 2001. Prior to joining the City, he served as a Senior Management Assistant and as an Accountant with the City of Tempe. Jeff also worked in the field of public accounting before moving to Arizona in 1986. Jeff holds a Bachelor of Science in Business Administration degree with an emphasis in Accountancy from Central Michigan University.

Kristine Zich, Multimedia Communications Coordinator

Kristine Zich joined the Financial Services staff in September 1993 supporting the Financial Services Department in increasingly responsible positions. Kristine holds a Bachelor of Science in Business Marketing degree from the University of Phoenix and an Associate of Arts in Visual Communications from Collins College.

CITY ORGANIZATIONAL CHART



Origin and Growth

Scottsdale is centrally located in Maricopa County, Arizona, with its boundaries encompassing an area approximately 185.2 square miles. Lying at an elevation of 1,260 feet above sea level, the City averages 314 days of sunshine and 7.74 inches of rainfall per year, with the average minimum and maximum temperatures ranging from 55.7 degrees to 84.6 degrees, respectively. The City is bordered to the west by Phoenix, the state capital, by Tempe to the south, and by the Salt River/Pima Maricopa Indian Community to the east. Scottsdale, together with its neighboring cities, forms the greater metropolitan Phoenix area, which is the economic, political, and population center of the state.

Scottsdale was founded in the 1800's when retired Army Chaplain Major Winfield Scott homesteaded what is now the center of the City. The City incorporated in 1951 and the City Charter, under which it is presently governed, was adopted in 1961. The City has experienced significant increases in population, with the 1950 census reporting 2,032 residents. The City's 1990 census was 130,069. The population grew to 168,176 in October 1995 and is estimated to grow to approximately 216,640 by January 2003 and an estimated 221,033 in January 2004.

Government and Organization

Scottsdale operates under a council-manager form of government as provided by its Charter. The Mayor and six City Council members are elected at large on a non-partisan ballot for a four-year term. The City Council appoints the City Manager, who has full responsibility for carrying out Council policies and administering City operations. The City Manager, in turn, appoints City employees and department General Managers under service procedures specified by Charter.

Employment

Scottsdale is creating jobs faster than it is adding to its labor force, and thus is a net importer of jobs. Not only does this situation create employment opportunities for the residents, but it also creates a significant business component to the local tax base. The unemployment rate is lower than state and metro levels and is approximately 3.7% (May 2003).

Transportation

Scottsdale's transportation network offers citizens a variety of mobility choices. The Pima and Red Mountain Freeways and City streets let people move into and around the City. The advanced technology of Intelligent Transportation Systems detection and signalization make getting around faster, especially during special events like the Phoenix Open. Local and regional bus routes and alternative modes of transportation such as Cab Connection and bicycles provide additional access to this extraordinary City. Scottsdale Airport, operated by the City, provides general aviation and worldwide charter air service. The Transportation Department's divisions are Aviation, Traffic Engineering, Transportation Master Planning, Capital Improvement Projects Planning, and Administration. They work together to support the mission of protecting neighborhoods and providing for safe, efficient and affordable movement of people and goods in Scottsdale.

Educational Facilities

Several institutions of higher learning are available to City residents. Scottsdale Community College, a part of the Maricopa Community College System, is located on the eastern border of the City, on the Salt River/Pima Maricopa Indian Community. The college is a two-year college which offers a wide variety of academic, occupational, developmental, and special interest programs. Arizona State University, one of the major universities in the nation, is located in Tempe just south of the City. The University has approximately 45,700 students, graduate and undergraduate, a choice of 12 colleges and has 1,822 full-time faculty members. Other higher educational facilities include the University of Phoenix and the Scottsdale Culinary Institute. The City is also served by 25 public elementary and middle schools, 5 public high schools, and a number of private schools.

Tourism

Tourism is one of Scottsdale's largest industries and is a significant contributor to Scottsdale's economy. Numerous resort and convention facilities, along with many hotels and motels, provide nearly 10,000 guest rooms, along with many public and private golf courses and tennis courts, and several country clubs. The number of rooms is expected to remain stable through 2003. More than 2,500 retail shops, boutiques, and galleries are located throughout the City and a selection of almost 400 restaurants is available. These services and facilities, complemented by the mild winter, have made Scottsdale a popular vacation spot for tourists and winter visitors.

Demographics

The following tables provide additional demographic statistics for the City of Scottsdale and its citizenry from the 2000 U.S. Census.

Gender

Male	48.2%
Female	51.8%

Age Composition

Under 5 years	5.2%
5 – 14 years	11.1%
15 – 24 years	9.7%
25 – 54 years	45.5%
55 – 59 years	6.5%
60 – 74 years	14.5%
75 – 84 years	5.8%
85+	1.8%
Median age (years)	42.1

Occupational Composition

Technical/Sales	20.0%
Administrative/Support	18.0%
Managerial & Professional	23.0%
Service/Labor	4.0%
Craft/Construction	35.0%
Retired/Student	

Race/Ethnic Origin

White	88.0%
Hispanic	7.0%
Asian	2.0%
African American	1.2%
American Indian6%
Other	1.2%

Educational Attainment

4 or more years of college	44.1%
1 – 3 years of college	33.3%
High School Diploma	16.2%
Less than High School Diploma	6.4%

Land Use

Residential	63.0%
Undeveloped/Agricultural	25.0%
Industrial/Commercial	12.0%

Population

1951	2,021
1960	27,010
1965	54,504
1970	67,841
1975	78,085
1980	84,412
1985	92,844
1990	130,069
1995	168,176
2000	202,705
January 2004 estimate	220,480

Household Income

Less than \$15,000	8.5%
\$15,001- \$29,000	13.4%
\$30,000 - \$39,000	10.3%
\$40,000 – \$59,999	18.0%
\$60,000+	49.8%
Median Household Income	\$59,873

[Source: City of Scottsdale, Economic Vitality Department]



Budget Award for Fiscal Year 2003/04 Budget

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation award to the City of Scottsdale, Arizona for its annual budget for the fiscal year beginning July 1, 2003. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as a financial plan, as an operations guide, and as a communications device.

The award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to the GFOA to determine its eligibility for another award.

FY 2004/05 Budget - How to Use This Book - Volume Two

The City of Scottsdale's budget for FY 2004/05 is comprised of three volumes:

Volume One includes the City Council's Mission Statement and Broad Goals, the City Manager's Transmittal Letters, and Adopted Financial Policies. The Five-Year Financial Plan covers the period FY 2004/05 through FY 2008/09, which forecasts results of operations by fund and incorporates the operating expenses of capital improvements for the period.

Volume Two presents the individual programs within each department. The publication includes specific information about the program descriptions, goals and objectives, customers, partners, and staffing, along with a summary of the program operating budgets by expenditure category and the applicable funding sources.

Volume Three includes the Capital Project Budget and Five-Year Capital Improvement Plan with more detailed information for each project. Projects accounted for in Enterprise funds are also included in the Capital Project Budget. Capital Project Budget funding sources are matched with budgeted expenditures. All future year operating impacts are noted in the Capital Budget and are included in the Five-Year Financial Plan.

Program Operation Budget - Volume Two

Volume Two contains detailed information on each of the City's 184 programs, which provide a wide range of services to Scottsdale's citizens, businesses and visitors. The information includes the program description, customers, partners, goals, objectives as well as the program's revenues and expenditures. The 184 programs outlined in this volume represent the City's ongoing effort to prepare and present the City's budget using a zero-based, program budget approach. Many previous broad-based programs were dissected into more specific programs to provide a more focused review of the services delivered, increase the scrutiny of expenditures, and aid in the prioritization of programs to be funded from our limited resources. The column on the right-hand side of the Program Operating Budget by Department/Program matrix in this section indicates the specific page cross-reference in Volume Two where the program information begins.

As every community is unique, the City of Scottsdale's Program Budget System was designed to meet the specific needs of our internal and external users, within our financial management system and resource parameters. Several of the key factors considered and the City's treatment of these items are noted below:

Assignment of Staff to Programs – Employees were assigned to the specific program in which they spent a majority of their time. In some instances an employee may contribute to several programs but the program budget does not attempt to allocate individual staff across programs, to avoid partial FTE's being assigned to programs. Instead each staff was assigned to one program and in most cases employee's spent more than 50% of their time in the assigned program.

Assignment of Programs to Departments – All programs are specific within one unique department, and not crossing between departments. In some instances one department may help support the service outcome of a program provided by another City department. However, feedback from stakeholders on our earlier program budget efforts indicated they had a difficult time understanding programs that involved multiple departments. The program information now contains a section entitled "Programs Provided in Partnership With" to indicate any other programs that help support the primary program service efforts.

Allocation of Overhead to Programs – Internal service cost programs (payroll, accounts payable, personnel and benefits management, etc.) as well as overhead costs (utilities, liability insurance, etc.) have not been allocated back to the individual programs in the General and Special Revenue Funds in an effort to calculate each program's "full cost". This effort was considered a circular exercise, as the same limited pool of resources would still fund the program costs after an allocation. Internal service costs are allocated to all Enterprise Funds and are considered in all rate, fee and user charge analysis performed by the City.

Helpful Hints:

Q: What does it mean when a negative amount appears in an expenditure category of a program?

A: If an expenditure category indicates a negative amount it means the dollar amount is being credited via a "work order" to another program.

Q: What does it mean if a program does not have any prior year comparative information?

A: Most likely the program is a newly defined program, which does not mean the program was funded for the first time in the budget. It merely means the program was not defined in the same manner in prior year budget. Again, this is a reflection of the ongoing program budget effort. The City has not restated prior fiscal years for the newly defined programs. In future years when prior-year information is available a comparative analysis will be included in the budget.

Program Description
Highlights the services provided by the program.

Program Name

Program 2003/04 Objectives

Indicates specifically what the program would like to achieve in FY 2003/04 to contribute to the Program Broad Goals.

ADULT SPORTS & FITNESS PROGRAMS

Community Services Department

Program Description

The Adult Sports and Fitness programs are City-wide using lighted sports facilities, fitness centers & tennis centers as well as gymnasiums at public schools. Facilities include: Club SAR, with health & fitness programs such as weightlifting, boxing, spinning, & other cardiovascular/muscle endurance activities using rowers, stair climbers, bikes & treadmills. The program also offers a wide variety of leisure education classes. Tennis Centers offer year round adult leagues in tennis, racquetball, volleyball, including mixed doubles, singles, tournament play and leisure play. These programs also include year-round Scottsdale stadium operations which hosts many events throughout the year with the exception of the period (January - April).

Trends
Indicates key issues/needs facing the program and potential service demand impacts.

Trends

Identified lack of lighted sports fields, part of the City, to keep up with the demand of adult sports leagues.

Program Customers

Indicates the primary customers served by the program.

City Council's Broad Goal(s)

Indicates which of the City Council's Broad Goal(s) the program supports (found at the beginning of each budget volume).

Program 2003/04 Objectives

Begin planning for Club SAR renovation which will provide more space for increased membership.

Program Provided in Partnership With

Scottsdale School District, Scottsdale Citizens, United States Tennis Association (USTA), Fiesta Bowl

Program Provided in Partnership With
Indicates the partner(s) the program staff collaborate with to provide program's services.

Priority Category

See the glossary in the Appendix section of Volume One for a description of the four program categories (mission critical, unique programs, support and administrative, and discretionary).

Program Customers

Scottsdale citizens, adults and seniors, businesses and churches; annual attendance/contacts 1,362,450

Priority Category

Mission Critical

City Council's Broad Goal(s)

Neighborhoods

Basic Equipment

Education and recreation supplies, computers, telephones

Basic Equipment

Highlights the "essential" generic equipment needed to provide the program's services.

Special Equipment

Weight training and cardiovascular equipment, exercise equipment, tennis rackets and windscreens, equipment to maintain tennis courts

Special Equipment

Highlights the "essential" equipment that is specifically needed to provide the program's services.

Program Broad Goals

Indicates what the program would like to achieve over a period of time and is supported by accomplishing the Program 2003/04 Objectives.

Resources for the FY 2003/04 Budget				
General Fund Support				1,781,178
General Fund Program User Fees/Charges				1,011,774
Total Program Budget				\$2,792,952
Expenditures by Type				
	Actual 2001/02	Adopted 2002/03	Estimate 2002/03	Adopted 2003/04
Personal Services	1,757,635	1,757,635	1,863,756	1,940,000
Contractual Services	564,666	621,777	788,526	590,000
Commodities	268,727	328,373	555,933	245,783
Capital Outlays	4,207	-	-	-
Total Program Budget	\$2,595,235	\$2,687,785	\$3,198,215	\$2,775,783

Resources for FY 2003/04 Budget

Highlights the specific revenue source(s) associated with a given program (e.g. general fund support, user fees, grants, etc.).

Expenditure by Type

See the glossary in Volume One for a description of the four expenditure categories (personal services, contractual services, commodities, and capital outlays).

Program Performance Measures
Indicates how effectively and efficiently a program performs its services over a period of time.

Program/Service Outputs
Summarizes the program's level of key service activities for a fiscal year.

ADULT SPORTS & FITNESS PROGRAMS

Community Services Department

Performance Measures

Program/Service Outputs: (goods, services, units produced)

	Actual FY 2000/01	Actual FY 2001/02	Estimated FY 2002/03	Projected FY 2003/04
# of adult registrations processed for adult sports leagues	15,305	16,348	16,600	16,950

Program/Service Outcomes: (based on goals and objectives)

	Actual FY 2001/02	Estimated FY 2002/03	Projected FY 2003/04
Maintain/increase the level of recreation services for adults	934 teams 4.33 teams per 1,000 residents	980 teams 4.50 teams per 1,000 residents	990 teams 4.63 teams per 1,000 residents

Program/Service Outcomes
Summarizes the program's key service outcomes for a fiscal year.

Program Staffing
Highlights the program's position titles and summarizes the number of positions and the number of full-time equivalent employees.

Prior Year Highlights
Describes major accomplishments of the program from the prior fiscal year.

Program Staffing

9 Full-time	MAINTENANCE WORKER II	9.00
2 Full-time	MAINTENANCE WORKER III	2.00
1 Full-time	RECREATION COORDINATOR	1.00
2 Full-time	RECREATION COORD. MAINT.	2.00
11 Part-time	RECREATION LEADER I	2.77
27 Part-time	RECREATION LEADER II	15.79
5 Full-time	RECREATION LEADER III	5.00
43 Part-time	RECREATION SPECIALIST	4.67
1 Full-time	SR. RECREATION COORD. MAINT.	1.00
1 Full-time	STADIUM COORDINATOR	1.00
1 Part-time	STADIUM OPER WORKER	0.75
Total Program FTE:		44.98

Prior Year Highlights

Implemented a new summer adult flag football league and Friday night adult softball leagues with great success.

Continue to provide facilities and programs that increase the health and fitness of the adults in the community; and provide employee relations opportunities for Scottsdale businesses.

Alphabetical Program Operating Budget Index by Department/Program

The following matrix provides a summary of the total proposed FY 2004/05 Program Operating Budget by department and highlights each department's specific programs. The matrix includes the source(s) of funding for each program by governmental fund accounting type plus it includes the applicable number of full-time equivalent employees (FTE's) by program and department. Further details on an individual program can be found in Volume Two of the proposed FY 2004/05 budget. The column on the right-hand side of the matrix indicates the specific page cross-reference in Volume Two where the program information begins.

Department/Program	FTE	General Fund	Special Revenue Funds	Enterprise Funds	Internal Service Funds	Total	Vol. Two Page # Ref.
General Government							
City Attorney-Civil	18.50	1,953,318	-	-	-	1,953,318	32
City Cable	4.00	306,686	-	-	-	306,686	54
City Clerk	8.50	669,981	-	-	-	669,981	23
City Manager	10.00	767,093	-	-	-	767,093	47
Communications & Public Affairs	10.65	1,013,826	-	-	-	1,013,826	52
Court	58.08	3,958,561	290,541	-	-	4,249,102	43
The Downtown Group	6.00	3,920,422	-	-	-	3,920,422	65
Elections	-	2,130	-	-	-	2,130	26
Environmental Planning Services	1.00	190,299	-	-	-	190,299	78
Intergovernmental Relations	3.72	714,783	-	-	-	714,783	57
Internal Audit Program	8.00	680,443	-	-	-	680,443	39
Litigation	6.00	727,298	-	-	-	727,298	30
Mayor and City Council	12.00	795,237	-	-	-	795,237	19
Preservation	4.00	497,344	-	-	-	497,344	76
Prosecution	26.00	1,898,290	-	-	-	1,898,290	34
Victim Services	7.50	422,949	-	-	-	422,949	36
Westworld Operations	18.00	2,271,167	-	-	-	2,271,167	61
		201.95	20,789,827	290,541	-	021,080,368	
Police Department							
Auto Theft Investigations	8.00	761,390	100,800	-	-	862,190	118
Bicycle Patrol	10.00	910,536	-	-	-	910,536	94
Burglary & Theft Investigations	16.00	1,529,861	-	-	-	1,529,861	116
Canine Services	6.00	645,991	-	-	-	645,991	98
City Facility & Workplace Security	1.00	1,323,310	-	-	-	1,323,310	158
Communications	56.00	3,438,215	-	-	-	3,438,215	142
Crime Analysis	5.00	278,195	-	-	-	278,195	150
Crime Laboratory	15.00	1,174,695	438,455	-	-	1,613,150	148
Crime Prevention	2.00	175,942	-	-	-	175,942	84
Crime Scene Processing	9.00	578,968	-	-	-	578,968	152
Detention	29.00	2,726,762	-	-	-	2,726,762	102
Domestic Violence Investigations	7.00	638,706	-	-	-	638,706	112
Emergency Services	3.00	287,787	3,077,470	-	-	3,365,257	156
Event Traffic Control		305,960	-	-	-	305,960	104

PROGRAM OPERATING BUDGET BY DEPARTMENT/PROGRAM

Overview

Department/Program	FTE	General Fund	Special Revenue Funds	Enterprise Funds	Internal Service Funds	Total	Vol. Two Page # Ref.
False Alarm Reduction Program	1.00	59,868	-	-	-	59,868	160
Fraud Investigations	11.00	1,015,232	-	-	-	1,015,232	120
Intelligence Unit	9.00	756,975	-	-	-	756,975	130
Internal Affairs	3.00	349,457	-	-	-	349,457	86
Mounted Patrol	6.10	471,545	12,500	-	-	484,045	100
Narcotics Clandestine Lab Investig.	8.00	743,828	-	-	-	743,828	126
Narcotics Undercover Investig.	9.00	1,375,451	281,130	-	-	1,656,581	124
Office of the Chief	11.00	1,504,537	10,000	-	-	1,514,537	82
Patrol Problem Solving Surveill. Team	6.00	590,105	-	-	-	590,105	96
Patrol Services	208.00	19,379,874	-	-	-	19,379,874	88
Photo Enforcement	1.00	1,664,429	-	-	-	1,664,429	90
Planning, Research and Accreditation	5.00	356,975	-	-	-	356,975	154
Police Crisis Intervention	6.00	563,341	-	-	-	563,341	114
Police Records	29.00	1,561,189	-	-	-	1,561,189	136
Police Supply & Equipment	8.00	1,617,972	-	-	-	1,617,972	140
Property and Evidence	5.00	283,741	-	-	-	283,741	146
Recruiting & Personnel	8.00	547,132	-	-	-	547,132	132
School Resource Services	16.00	1,284,951	50,000	-	-	1,334,951	122
Sex Crimes Investigations	11.00	1,011,666	5,000	-	-	1,016,666	110
Special Event/Off Duty Coordination	2.00	161,060	-	-	-	161,060	106
Surveillance/SWAT	7.00	771,888	-	-	-	771,888	128
Technology	7.00	1,485,510	95,000	-	-	1,580,510	138
Telephone Reporting Services	6.00	321,353	-	-	-	321,353	144
Traffic Enforcement	21.00	2,348,834	214,270	-	-	2,563,104	92
Training	8.00	898,672	8,500	-	-	907,172	134
Violent Crimes Investigations	13.00	1,417,226	-	-	-	1,417,226	108
	592.10	57,319,129	4,293,125	-	-	61,612,254	

Financial Services Department

Accounting	13.00	1,491,995	-	-	-	1,491,995	166
Accounts Payable & Payroll	14.50	910,308	-	-	-	910,308	168
Budget	6.00	539,734	-	-	-	539,734	170
Copy Center	-	-95,818	-	-	-	-95,818	180
Financial Planning & Administration	3.00	370,504	-	-	-	370,504	164
Graphics	4.00	108,637	-	-	-	108,637	178
Mail	5.00	700,543	-	-	-	700,543	182
Meter Reading	15.00	-	-	973,961	-	973,961	189
Purchasing	15.00	1,101,475	-	-	-	1,101,475	174
Remittance Processing	14.00	510,826	-	534,075	-	1,044,901	192
Revenue Recovery	12.50	483,072	-	389,147	-	872,219	186
Risk Management	7.00	-	-	-	5,233,224	5,233,224	172
Stores/Warehouse Operations	5.00	312,227	-	-	-	312,227	176
Tax & License	12.00	703,431	-	-	-	703,431	184
Tax Audit	8.00	576,820	-	-	-	576,820	194
Utility Billing	9.00	-	-	831,637	-	831,637	190
	143.00	7,713,754	-	2,728,820	5,233,224	15,675,798	

PROGRAM OPERATING BUDGET BY DEPARTMENT/PROGRAM

Overview

Department/Program	FTE	General Fund	Special Revenue Funds	Enterprise Funds	Internal Service Funds	Total	Vol. Two Page # Ref.
Transportation Department							
Aviation	12.35	-	5,013,000	1,389,691	-	6,402,691	200
Intelligent Transportation Systems	3.00	-	566,047	-	-	566,047	210
Traffic Engineering	8.00	-	1,169,598	-	-	1,169,598	208
Transit	3.00	-	7,970,239	-	-	7,970,239	204
Transportation Administration	5.00	-	455,436	-	-	455,436	198
Transportation Capital Planning/Eval.	1.00	-	7,083	-	-	7,083	206
Transportation Master Planning	3.00	-	93,581	-	-	93,581	202
	35.35	-	15,274,984	1,389,691	-	16,664,675	
Community Services Department							
Adapted Recreation Services	6.88	305,561	-	-	-	305,561	216
Adult Sports & Fitness Programs	44.98	2,831,378	-	-	-	2,831,378	222
Aquatics	32.38	1,139,868	-	-	-	1,139,868	218
Branch Libraries	55.58	2,602,182	-	-	-	2,602,182	264
Community Recreation Scvs & Fac.	82.77	4,131,710	842,000	-	-	4,973,710	226
Community Services Plan. & Admin.	5.00	673,215	-	-	-	673,215	214
Construction Services	10.00	754,782	-	-	-	754,782	242
Contract and Project Management	4.00	871,574	-	-	-	871,574	244
Custodial Services	2.00	1,161,332	-	-	-	1,161,332	240
Downtown Maintenance	TBD	92,987	-	371,948	-	464,935	248
Facilities Maintenance	37.00	8,482,980	-	-	-	8,482,980	238
Grounds & Landscape Maintenance	28.00	2,455,598	-	-	-	2,455,598	246
Housing Assist. & CDBG Programs	13.75	518,841	7,372,542	-	-	7,891,383	256
Human Services Plan. & Admin.	3.00	312,018	15,000	-	-	327,018	258
Leisure Education Programs	9.16	870,416	-	-	-	870,416	228
Library Operations	27.50	3,401,517	283,951	-	-	3,685,468	260
Library Planning and Administration	3.00	325,526	-	-	-	325,526	266
Main Library	42.97	1,995,673	-	-	-	1,995,673	262
Medians and Right of Way	2.00	1,041,528	-	-	-	1,041,528	250
Parks Rec. & Fac.-Plan. & Admin.	7.00	759,598	-	-	-	759,598	236
Parks Rec. & Fac.-Support Services	3.44	1,536,746	-	-	-	1,536,746	234
Parks & Trails Plan. and Development	2.55	222,811	35,000	-	-	257,811	232
Professional Baseball	5.00	377,788	-	-	-	377,788	220
Senior Citizen Services	20.97	1,236,902	150,000	-	-	1,386,902	252
Social Services Assist. and Referral	32.03	2,388,437	160,000	-	-	2,548,437	254
Trails & Equestrian Facilities	2.20	130,457	-	-	-	130,457	230
Youth Activ. & After School Programs	30.48	1,817,656	70,237	-	-	1,887,893	224
	513.64	42,439,081	8,928,730	371,948	-	51,739,759	

PROGRAM OPERATING BUDGET BY DEPARTMENT/PROGRAM

Overview

Department/Program	FTE	General Fund	Special Revenue Funds	Enterprise Funds	Internal Service Funds	Total	Vol. Two Page # Ref.
Information Systems Department							
Application Dev., Integr., Mgmt & Sup.	7.00	1,295,714	-	-	-	1,295,714	272
Application Support	12.00	683,266	-	-	-	683,266	280
GIS Data Services	9.00	775,987	-	-	-	775,987	276
Help Desk/Desktop Tech. Support	11.00	792,020	-	-	-	792,020	282
Information Systems Administration	5.81	503,480	-	-	-	503,480	270
Project Office	5.00	434,837	-	-	-	434,837	278
Tech. Infrastructure/Implem. Support	27.00	3,452,552	-	-	-	3,452,552	274
	76.81	7,937,856	-	-	-	7,937,856	
Fire Department							
Fire Support	2.68	260,853	-	-	-	260,853	288
General Fire Protection	-	21,322,739	-	-	-	21,322,739	286
	2.68	21,583,592	-	-	-	21,583,592	
Water Resources Department							
Advanced Water Treatment Plant	-	-	-	1,504,078	-	1,504,078	334
Cap Treatment Plant	-	-	-	7,775,905	-	7,775,905	328
Central GWTF	2.00	-	-	880,919	-	880,919	322
Gainey Wastewater Reclamation Plant	-	-	-	372,210	-	372,210	332
Industrial Pretreatment	2.00	-	-	165,386	-	165,386	330
Inlet Golf Course Irrigation	-	-	-	49,513	-	49,513	300
Irrigation Water Distribution System	1.00	-	-	1,043,671	-	1,043,671	320
Planet Ranch Water Rights	1.00	-	-	234,545	-	234,545	294
Pump Back System	4.00	-	-	1,674,817	-	1,674,817	316
RWDS Administration	-	-	-	2,067,069	-	2,067,069	318
Southern Neighborhoods Water Sys.	-	-	-	3,807,632	-	3,807,632	310
Treatment Plant Staffing	32.50	-	-	1,196,425	-	1,196,425	326
Wastewater Collection	-	-	-	750,310	-	750,310	312
Wastewater Maintenance	-	-	-	345,554	-	345,554	314
Water & Wastewater Engineering	5.00	-	-	476,176	-	476,176	296
Water & Wastewater Op. Admin.	10.00	-	-	911,225	-	911,225	302
Water Campus Wstewtr Reclam. Plant	-	-	-	6,638,499	-	6,638,499	336
Water Conservation	4.00	-	-	478,716	-	478,716	304
Water Distribution	31.00	-	-	3,405,018	-	3,405,018	306
Water Production	20.00	-	-	5,993,863	-	5,993,863	308
Water Resources Administration	10.00	-	-	1,238,562	-	1,238,562	292
Water/Wastewater Quality	16.50	-	815,000	1,691,697	-	2,506,697	324
West World Golf Recharge	-	-	-	131,520	-	131,520	298
	139.00	-	815,000	42,833,310	-	43,648,310	

PROGRAM OPERATING BUDGET BY DEPARTMENT/PROGRAM

Overview

Department/Program	FTE	General Fund	Special Revenue Funds	Enterprise Funds	Internal Service Funds	Total	Vol. Two Page # Ref.
Municipal Services							
Alley Maintenance	-	-	363,452	-	-	363,452	382
Asset Management	2.00	193,745	-	-	-	193,745	344
Capital Project Management	33.75	7,655	435,400	-	-	443,055	342
Commercial Refuse Collection	10.00	-	-	2,407,992	-	2,407,992	354
Container Repair Program	2.00	-	-	344,552	-	344,552	350
Emergency Response Team	-	-	54,038	-	-	54,038	358
Field Services Administration	2.00	-	243,871	-	-	243,871	356
Fleet Maintenance & Operations	35.00	-	-	-	4,358,479	4,358,479	372
Fleet Management Administration	5.00	-	-	-	554,943	554,943	370
Fleet Parts Supply	5.00	-	-	-	311,685	311,685	374
Fuel	-	-	-	-	1,585,242	1,585,242	376
Household Hazardous Waste	-	-	-	203,695	-	203,695	380
Municipal Services Administration	3.00	343,991	-	-	-	343,991	340
Residential Refuse Collection	59.25	-	-	8,764,419	-	8,764,419	348
Solid Waste Mgmt Admin. Services	5.00	-	-	414,509	-	414,509	346
Stormwater Management	4.00	7,882	-	-	-	7,882	384
Street Cleaning	9.00	-	853,944	-	-	853,944	364
Street Overlays and Maintenance	8.00	-	5,553,945	-	-	5,553,945	366
Street Signs and Markings	9.00	-	964,219	-	-	964,219	362
Traffic Signals	14.00	-	2,270,014	-	-	2,270,014	360
Transfer Station Operations	3.00	-	-	262,378	-	262,378	352
Unpaved Rds & Drainage Sys. Maint.	10.00	-	1,164,907	-	-	1,164,907	368
Vehicle Acquisition	-	-	-	-	3,553,348	3,553,348	378
	219.00	553,273	11,903,790	12,397,545	10,363,697	35,218,305	
Citizen & Neighborhood Resources Department							
Citizen & Neighborhood Admin	4.00	425,494	-	-	-	425,494	388
Code Enforcement	13.00	898,477	19,692	-	-	918,169	396
Customer Service & Communications	6.00	523,806	-	-	-	523,806	390
Housing Rehabilitation & ADA	2.00	74,106	51,731	-	-	125,837	398
Information Resources	7.00	420,218	-	-	-	420,218	392
Neighborhood Services	3.00	487,801	-	-	-	487,801	394
	35.00	2,829,902	71,423	-	-	2,901,325	
Human Resources Department							
Diversity & Dialogue	2.00	271,221	22,200	-	-	293,421	410
Employee Programs	-	65,123	-	-	-	65,123	406
Human Resources	28.50	2,276,506	-	-	-	2,276,506	404
Human Resources Administration	3.00	335,274	-	-	-	335,274	402
Learning & Organization Development	3.00	484,571	-	-	-	484,571	408
	36.50	3,432,695	22,200	-	0	3,454,895	

PROGRAM OPERATING BUDGET BY DEPARTMENT/PROGRAM

Overview

Department/Program	FTE	General Fund	Special Revenue Funds	Enterprise Funds	Internal Service Funds	Total	Vol. Two Page # Ref.
.....							
Economic Vitality Department							
Economic Development	2.00	291,281	-	-	-	291,281	416
Economic Vitality Administration	2.00	289,738	-	-	-	289,738	414
Existing Business Services	2.00	188,619	-	-	-	188,619	422
Hospitality Development	2.00	5,873,931	-	-	-	5,873,931	418
Revitalization	2.00	244,337	-	-	-	244,337	420
	10.00	6,887,906	-	-	-	6,887,906	
Planning & Development Services							
Current Planning Services	31.00	2,594,889	-	-	-	2,594,889	430
Customer Services & Administration	7.00	992,611	-	-	-	992,611	426
Inspection & Land Survey Services	52.00	4,395,556	-	-	-	4,395,556	434
Plan Review & Permit Services	44.00	4,011,036	20,608	-	-	4,031,644	432
Planning & Design Services	7.00	821,115	-	-	-	821,115	428
	141.00	12,815,207	20,608	-	-	12,835,815	
Total Program Operating Budget	2,146.03	184,302,222	41,620,401	59,721,314	15,596,921	301,240,858	

PROGRAM BUDGET RELATIONSHIP WITH MAYOR AND CITY COUNCIL'S BROAD GOALS

Overview

Relationship with Mayor and City Council's Broad Goals Alphabetical Program Budget Index

The following matrix provides a summary of each program's relationship to the Mayor and City Council's Broad Goals. The column on the right-hand side of the matrix indicates the specific page cross-reference in this Volume (Two) where the program information begins.

	Goal A Neighborhoods	Goal B Preservation	Goal C Transportation	Goal D Economy	Goal E Fiscal and Resource Management	Goal F Open and Responsive Government	Volume Two Page # Ref.
General Government							
City Attorney-Civil					X		32
City Cable						X	54
City Clerk						X	24
City Manager	X	X	X	X	X	X	48
Communications & Public Affairs						X	52
Court	X					X	44
The Downtown Group	X	X		X			72
Elections						X	26
Environmental Planning Services		X			X		72
Intergovernmental Relations	X	X	X	X	X	X	58
Internal Audit Program					X		40
Litigation					X		30
Mayor and City Council	X	X	X	X	X	X	20
Preservation		X					76
Prosecution	X						34
Victim Services	X						36
WestWorld Operations		X		X			62
Police Department							
Auto Theft Investigations	X						118
Bicycle Patrol	X						94
Burglary & Theft Investigations	X						116
Canine Services	X						98
City Facility & Workplace Security	X						158
Communications	X						142
Crime Analysis	X						150
Crime Laboratory	X						148
Crime Prevention	X						84
Crime Scene Processing	X						152

PROGRAM BUDGET RELATIONSHIP WITH MAYOR AND CITY COUNCIL'S BROAD GOALS

Overview

	Goal A Neighborhoods	Goal B Preservation	Goal C Transportation	Goal D Economy	Goal E Fiscal and Resource Management	Goal F Open and Responsive Government	Volume Two Page # Ref.
Detention	X						102
Domestic Violence Investigations	X						112
Emergency Services	X						156
Event Traffic Control	X						104
False Alarm Reduction Program	X						160
Fraud Investigations	X						120
Intelligence Unit	X						130
Internal Affairs	X						86
Mounted Patrol	X						100
Narcotics Clandestine Lab Investigations	X						126
Narcotics Undercover Investigations	X						124
Office Of The Chief	X						82
Patrol Problem Solving Surveillance Team	X						96
Patrol Services	X						88
Photo Enforcement			X				90
Planning, Research and Accreditation	X						154
Police Crisis Intervention	X						114
Police Records	X						136
Police Supply & Equipment	X						140
Property and Evidence	X						146
Recruiting & Personnel	X						132
School Resource Services	X						122
Sex Crimes Investigations	X						110
Special Event/Off Duty Coordination	X						106
Surveillance/SWAT	X						128
Technology	X						138
Telephone Reporting Services	X						144
Traffic Enforcement			X				92
Training	X						134
Violent Crimes Investigations	X						108

Financial Services Department

Accounting					X		166
Accounts Payable & Payroll					X		168
Budget					X		170
Copy Center					X		180
Financial Planning and Administration					X		165
Graphics					X		178
Mail					X		182
Meter Reading					X		188

PROGRAM BUDGET RELATIONSHIP WITH MAYOR AND CITY COUNCIL'S BROAD GOALS

Overview

	Goal A Neighborhoods	Goal B Preservation	Goal C Transportation	Goal D Economy	Goal E Fiscal and Resource Management	Goal F Open and Responsive Government	Volume Two Page # Ref.
Purchasing					X		174
Remittance Processing					X		192
Revenue Recovery					X		186
Risk Management					X		172
Stores/Warehouse Operations					X		176
Tax & License					X		184
Tax Audit					X		194
Utility Billing					X		190

Transportation Department

Aviation			X				200
Intelligent Transportation Systems			X				210
Traffic Engineering	X		X				208
Transit			X				204
Transportation Administration			X				198
Transportation Capital Planning/ Evaluation			X				206
Transportation Master Planning			X				202

Community Services Department

Adapted Recreation Services	X						216
Adult Sports & Fitness Programs	X						222
Aquatics	X						218
Branch Libraries	X						264
Community Recreation Services & Facilities	X						226
Community Services Planning and Admin.	X				X	X	214
Construction Services					X		242
Contract and Project Management					X		244
Custodial Services					X		240
Downtown Maintenance		X			X		248
Facilities Maintenance					X		238
Grounds and Landscape Maintenance		X			X		246
Housing Assistance and CDBG Programs	X						256
Human Services Planning & Admin.	X				X		258
Leisure Education Programs	X						228
Library Operations	X						260
Library Planning and Administration	X				X		266
Main Library	X						262
Medians and Right Of Way		X			X		250
Parks, Rec.& Facilities-Planning & Admin	X				X		236
Parks, Rec.& Facilities-Support Services	X						234

PROGRAM BUDGET RELATIONSHIP WITH MAYOR AND CITY COUNCIL'S BROAD GOALS

Overview

	Goal A Neighborhoods	Goal B Preservation	Goal C Transportation	Goal D Economy	Goal E Fiscal and Resource Management	Goal F Open and Responsive Government	Volume Two Page # Ref.
Parks & Trails Planning and Development	X	X			X		232
Professional Baseball	X			X			220
Senior Citizen Services	X						252
Social Services Assistance and Referral	X						254
Trails & Equestrian Facilities	X	X					230
Youth Activities & After School Programs	X						224

Information Systems Department

Application Support					X	X	280
Appl. Dev., Integration, Mgmt & Support					X	X	272
GIS Data Services					X	X	276
Help Desk/Desktop Technical Support					X	X	282
Information Systems Administration					X	X	270
Project Office					X	X	278
Technology Infrastructure/Implementation					X	X	274

Fire Department

Fire Support	X						288
General Fire Protection	X						286

Water Resources Department

Advanced Water Treatment Plant					X		334
CAP Treatment Plant					X		328
Central Groundwater Treatment Facility (CGTF)					X		322
Gainey Wastewater Reclamation Plant					X		332
Industrial Pretreatment					X		330
Inlet Golf Course Irrigation					X		300
Irrigation Water Distribution Sys.					X		320
Planet Ranch Water Rights					X		394
Pump Back System					X		316
RWDS Administration					X		318
Southern Neighborhoods Water System					X		310
Treatment Plant Staffing					X		326
Wastewater Collection					X		312
Wastewater Maintenance					X		314
Water & Wastewater Engineering					X		296
Water & Wastewater Ops. Admin.					X		302
Water Campus Wastewtr Reclam. Plant					X		336
Water Conservation					X		304
Water Distribution					X		306
Water Production					X		308

PROGRAM BUDGET RELATIONSHIP WITH MAYOR AND CITY COUNCIL'S BROAD GOALS

Overview

	Goal A Neighborhoods	Goal B Preservation	Goal C Transportation	Goal D Economy	Goal E Fiscal and Resource Management	Goal F Open and Responsive Government	Volume Two Page # Ref.
Water Resources Administration					X		292
Water/Wastewater Quality					X		324
WestWorld Golf and Recharge					X		298
Municipal Services Department							
Alley Maintenance	X						382
Asset Management					X		344
Capital Project Management					X		342
Commercial Refuse Collection	X						354
Container Repair Program	X						350
Emergency Response Team			X				358
Field Services Administration			X				356
Fleet Maintenance & Operations					X		372
Fleet Management Administration					X		370
Fleet Parts Supply					X		374
Fuel					X		376
Household Hazardous Waste	X						380
Municipal Services Administration					X		340
Residential Refuse Collection	X						348
Solid Waste Management Admin Svcs	X						346
Stormwater Management	X						384
Street Cleaning	X						364
Street Overlays and Maintenance			X				366
Street Signs and Markings			X				362
Traffic Signals			X				360
Transfer Station Operations	X						352
Unpaved Roads and Drainage Sys. Maint.			X				368
Vehicle Acquisition					X		378
Citizen and Neighborhood Resources Department							
Citizen & Neighborhood Administration	X						388
Code Enforcement	X						396
Customer Service & Communications	X						390
Housing Rehabilitation & ADA	X					X	398
Information Resources						X	392
Neighborhood Services	X						394

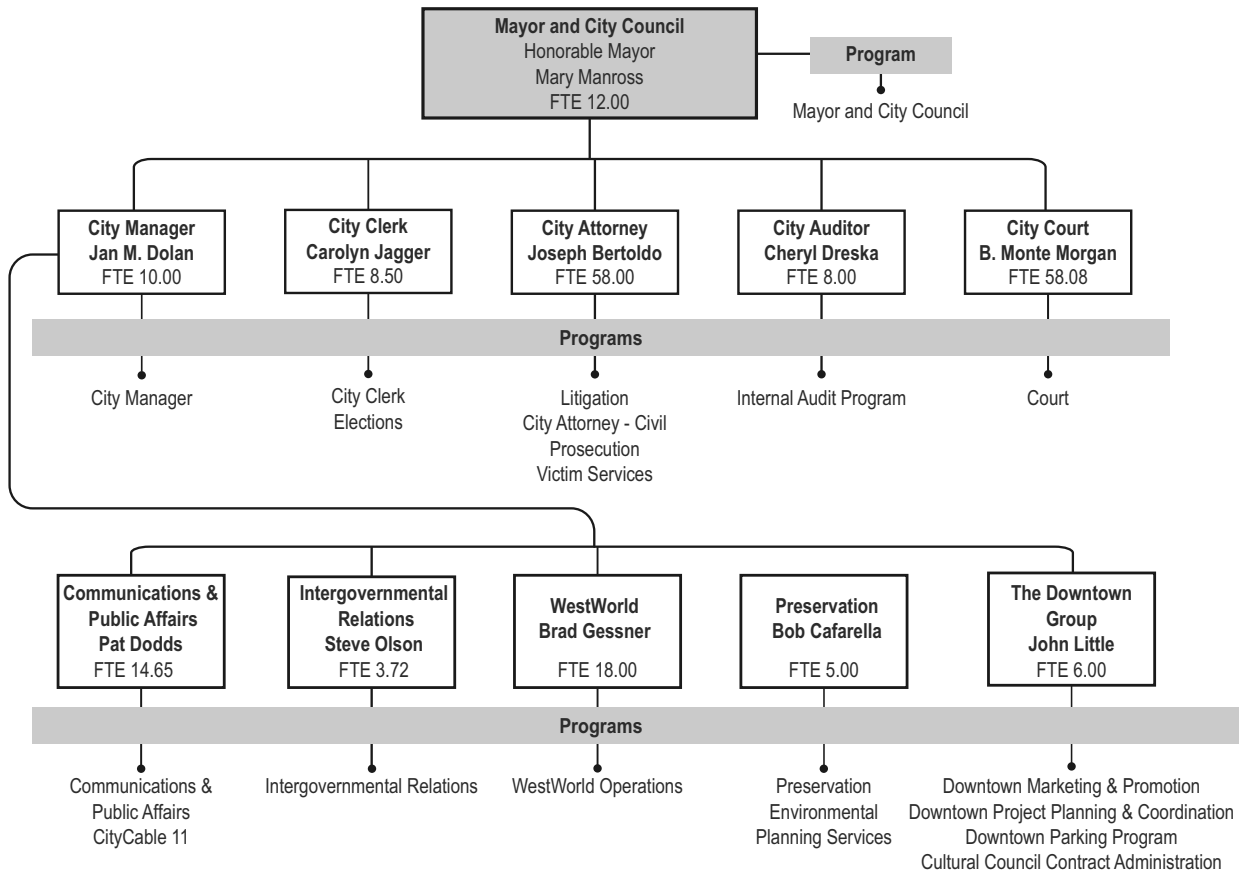
PROGRAM BUDGET RELATIONSHIP WITH MAYOR AND CITY COUNCIL'S BROAD GOALS

Overview

	Goal A Neighborhoods	Goal B Preservation	Goal C Transportation	Goal D Economy	Goal E Fiscal and Resource Management	Goal F Open and Responsive Government	Volume Two Page # Ref.
Human Resources Department							
Diversity & Dialogue						X	410
Employee Programs						X	406
Human Resources					X	X	404
Human Resources Administration					X	X	402
Learning & Organization Dev					X	X	408
Economic Vitality Department							
Economic Development				X			416
Economic Vitality Administration				X			414
Existing Business Services				X			422
Hospitality Development				X			418
Revitalization				X			420
Planning and Development Services Department							
Current Planning Services		X					430
Customer Services & Administration		X					426
Inspection & Land Survey Services	X	X	X				434
Plan Review & Permit Services	X	X					432
Planning & Design Services		X					428



General Government



Staffing Summary

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
Full-time Equivalent (FTE)	195.50	195.50	191.50	201.95
% of City's FTE's				9.4%

Expenditures by Type

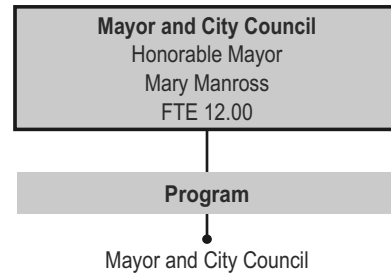
	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
Personal Services	\$11,961,185	\$12,828,691	\$12,828,691	\$14,497,762
Contractual Services	2,639,542	3,238,825	3,315,454	6,131,996
Commodities	316,280	356,524	383,919	442,583
Capital Outlays	55,841	-	24,107	8,027
Total Program Budget	\$14,972,848	\$16,424,040	\$16,552,171	\$21,080,368
% of City's Total Program Operating Budget				7.0%
Grant/Trust Expenditures	\$7,356	\$35,000	\$66,000	-



Mayor and City Council

Mission:

It is the Mission of the City of Scottsdale to provide open and responsive government; to preserve Scottsdale's unique southwestern character; to plan and manage growth in harmony with its desert surroundings; and to promote livability by enhancing and protecting its neighborhoods. Quality of life for all residents and visitors shall be the paramount consideration.



MAYOR AND CITY COUNCIL

Mayor & City Council

Program Description

The Scottsdale City Council shall enact local legislation, adopt budgets, determine policies and appoint charter officers deemed necessary and proper to serve the citizens of the City. Embodied within these leadership responsibilities is establishing a mission and goals and identifying programs and policies to best serve the needs of Scottsdale.

Program Broad Goals

Provide municipal governance as defined by the City Charter.

Provide the leadership required and the public policy decision making necessary to serve the needs of Scottsdale.

Program 2004/05 Objectives

Examine and adopt a fiscally sound budget.

Continue seeking reinvestment in maturing areas of Scottsdale.

Address citizen initiated public policy matters such as fire service and council districts.

Program Provided in Partnership With

City departments

Program Customers

Scottsdale citizens and visitors

City Council's Broad Goal(s)

Neighborhoods, Preservation, Transportation, Economy, Fiscal and Resource Management, Open and Responsive Government

Basic Equipment

Standard office equipment, personal computers, cell phones, pagers

Special Equipment

None

Resources by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
General Fund Support	\$612,156	\$734,937	\$729,411	\$795,237
Total Program Revenues	\$612,156	\$734,937	\$729,411	\$795,237

Expenditures by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
Personal Services	\$494,429	\$569,133	\$569,133	\$626,313
Contractual Services	113,764	157,804	153,028	143,504
Commodities	3,963	8,000	7,250	25,420
Total Program Budget	\$612,156	\$734,937	\$729,411	\$795,237

Performance Measures

Program/Service Outputs: (goods, services, units produced)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
% of Boards and Commissions vacancies appointed by City Council	100%	100%	100%	100%

Program/Service Outcomes: (based on program objectives)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
Appointment of ad hoc citizen committees to address matters facing Scottsdale, such as the Fire/EMS Advisory Citizen Committee and the Council District Citizen Advisory Task Force.	meet measure	meet measure	meet measure	meet measure

Program Staffing

1 Full-time	CITIZEN LIAISON	1.00
6 Full-time	CITY COUNCILMAN	6.00
1 Full-time	EXECUTIVE SECRETARY	1.00
1 Full-time	EXECUTIVE SECRETARY TO MAYOR	1.00
1 Full-time	MANAGEMENT ASSISTANT	1.00
1 Full-time	MAYOR	1.00
1 Full-time	PUBLIC INFORMATION COORDINATOR	1.00
Total Program FTE		12.00

Prior Year Highlights

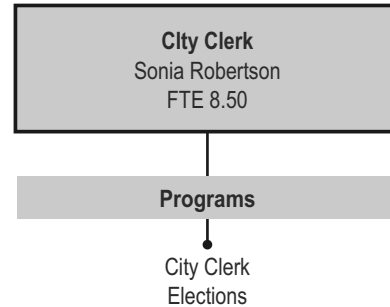
Prior Year Highlights for City programs are currently being finalized by the staff and will be included in the adopted FY 2004/05 budget.



City Clerk's Office

Mission

Our Mission is to exceed our customers' expectations through increased interaction, expanded services, technological improvements, and continuous learning. Encourage Scottsdale citizens to participate in the democratic process by preserving the integrity of the election process to foster voter confidence.



CITY CLERK

City Clerk's Office

Program Description

The City Clerk gives notice of all council meetings, keeps the record of council proceedings, and authenticates ordinances and resolutions. This includes preparation and distribution of council meeting agendas; production of council meeting minutes; preservation of permanent records of the City; legal publishing of ordinances and resolutions; and acceptance of legal filings on the City of Scottsdale.

Trends

Dramatic increase in the amount of information made available electronically - both archived information provided via the Internet or on CD. Public demand for information continues to increase.

Program Broad Goals

Preserve and maintain legislative documents in accordance with applicable laws.

Comply with requirements of the Open Meeting Law for posting of all public meetings at least 24 hours in advance of the meeting.

Make public records available to meet expectations and in accordance with legal requirements.

Program 2004/05 Objectives

Post agendas to meet legal requirement of 24 hours in advance of meeting.

Administer Open Meeting Law for providing public records to meet customer expectations.

Accept legal filings on behalf of City and forward to attorney and appropriate staff same day received.

Program Provided in Partnership With

City Manager's office, City Attorney's office

Program Customers

Mayor and City Council, City Manager, all City employees, Scottsdale citizens, other municipalities and organizations, news media

City Council's Broad Goal(s)

Open and Responsive Government

Basic Equipment

Personal computers, Microsoft Windows 2000, printers, calculators, fax and copy machines, and imaging equipment

Special Equipment

None

Resources by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
General Fund Support	-	\$498,932	\$509,775	\$519,981
General Fund Program Fee/Charges	-	\$150,000	\$150,000	\$150,000
Total Program Revenues	\$632,315	\$648,932	\$659,775	\$669,981

Expenditures by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
Personal Services	\$478,948	\$508,985	\$508,985	\$533,640
Contractual Services	143,625	130,947	140,234	127,341
Commodities	9,742	9,000	10,556	9,000
Total Program Budget	\$632,315	\$648,932	\$659,775	\$669,981

Performance Measures

Program/Service Outputs: (goods, services, units produced)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
# of legal postings	518	466	475	475
# of minutes prepared for City Council meetings	99	67	70	70

Program/Service Outcomes: (based on program objectives)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
% of legal services accepted, logged and forwarded to attorney and appropriate staff same day as received.	100%	100%	100%	100%
% of agendas for public meetings posted at least 24 hours in advance of the meeting.	100%	100%	100%	100%

Program Staffing

1 Full-time	ADMINISTRATIVE SECRETARY	1.00
1 Full-time	CITY CLERK	1.00
1 Part-time	CITY CLERK AIDE	0.50
2 Full-time	CITY CLERK ASSISTANT I	2.00
2 Full-time	CITY CLERK ASSISTANT II	2.00
1 Full-time	DEPUTY CITY CLERK	1.00
1 Full-time	TECH COORD	1.00
Total Program FTE		8.50

Prior Year Highlights

Prior Year Highlights for City programs are currently being finalized by the staff and will be included in the adopted FY 2004/05 budget.

ELECTIONS

City Clerk's Office

Program Description

The City Clerk acts as the officer in charge of elections.

Trends

More voters are requesting early voting ballots and submitting via the U.S. Mail.

Program Broad Goals

Encourage participation in the democratic process by preserving the integrity of election procedures, which fosters voter confidence.

Program Provided in Partnership With

Maricopa County Elections Department,
Secretary of State, City Attorney's office

Program Customers

Scottsdale Citizens

City Council's Broad Goal(s)

Open and Responsive Government

Basic Equipment

Personal Computers, Maricopa County
registered voter program, polling place
locator

Special Equipment

None

Resources by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
General Fund Support	\$155,681	\$279,847	\$279,847	\$2,130
Total Program Revenues	\$155,681	\$279,847	\$279,847	\$2,130

Expenditures by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
Contractual Services	\$155,653	\$279,647	\$279,647	\$1,930
Commodities	28	200	200	200
Total Program Budget	\$155,681	\$279,847	\$279,847	\$2,130

ELECTIONS

City Clerk's Office

Performance Measures

Program/Service Outputs: (goods, services, units produced)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
# of Scottsdale registered voters	110,210	113,092	116,000	-
# of publicity pamphlet/sample ballots mailed to households with registered voters	64,775	68,176	69,000	-

Program/Service Outcomes: (based on program objectives)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
% of early voter ballots	54.28% General Mar 12, 2002	65.35% Special Election May 20, 2003	70% General & Special Mar 9, 2004	No election scheduled
	71.29% Runoff May 21, 2002		70% Runoff & Special May 18, 2004	
% of Scottsdale households receiving publicity pamphlets/sample ballots at least 33 days before election as required by statute	100%	100%	100%	No election scheduled

Program Staffing

No specific staff positions or FTE's are assigned to this program.

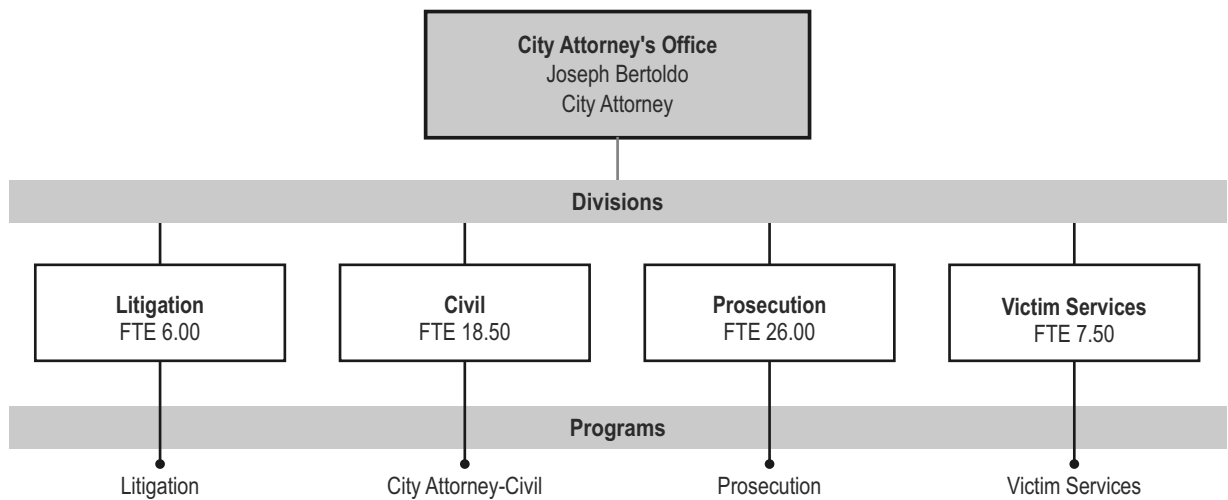
Prior Year Highlights

Prior Year Highlights for City programs are currently being finalized by the staff and will be included in the adopted FY 2004/05 budget.



Mission

Provide legal and advocacy services that assist the organization to enhance the quality of life within Scottsdale and build trust in the integrity of City government.



LITIGATION

City Attorney's Office

Program Description

The Litigation program litigates civil claims and lawsuits filed on behalf of or against the City of Scottsdale and provides clients with legal advice to assist in preventing or limiting legal risks.

Trends

Increase in complexity of legal theories advanced and attempts to make civil rights causes of action, for which attorneys' fees are statutorily provided to a prevailing plaintiff.

Increase in claims and lawsuits relating to land use issues.

Program Broad Goals

Represent the City of Scottsdale in civil, administrative and court proceedings in defense and support of the mission and broad goals of the City Council.

In response to City Council direction, continue to provide in-house litigation services for administrative and court proceedings.

Provide direction and oversight for litigation services provided by outside legal counsel.

Program 2004/05 Objectives

Maintain hours devoted to litigation.

Maximize use of interns, law clerks and legal assistants to leverage attorney time at minimal or no cost to the City.

Program Provided in Partnership With

Risk Management

Program Customers

Risk Management, Preservation, Capital Project Management, Transportation, Mayor and City Council, charter officers and employees named as defendants in an action

City Council's Broad Goal(s)

Fiscal and Resource Management

Basic Equipment

Computers, phones, Microsoft Office

Special Equipment

Hand-held dictation units, transcribers, Westlaw, iManage Document Management System, Law Library, SmartStream, Legal Brief Binding

Resources by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
General Fund Support	-	\$650,083	\$650,083	\$727,298
Total Program Revenues	-	\$650,083	\$650,083	\$727,298

Expenditures by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
Personal Services	-	\$539,256	\$539,256	\$569,697
Contractual Services	-	92,575	92,575	139,349
Commodities	-	18,252	18,252	18,252
Total Program Budget	-	\$650,083	\$650,083	\$727,298

LITIGATION

City Attorney's Office

Performance Measures

Program/Service Outputs: (goods, services, units produced)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
Attorney time spent handling client billable litigation in-house	1,360 hours	2,741 hours	3,000 hours	3,200 hours

Program/Service Outcomes: (based on program objectives)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
Legal services cost savings resulting from using in-house attorney staff instead of outside counsel	\$72,080	\$153,000	\$154,000	\$154,000

Program Staffing

2 Full-time	ASSISTANT CITY ATTORNEY	2.00
1 Full-time	DEPUTY CITY ATTORNEY	1.00
1 Full-time	LEGAL ASSISTANT	1.00
1 Full-time	LEGAL SECRETARY	1.00
1 Full-time	SR ASSISTANT CITY ATTORNEY	1.00
Total Program FTE		6.00

Prior Year Highlights

Prior Year Highlights for City programs are currently being finalized by the staff and will be included in the adopted FY 2004/05 budget.

Program Description

Article 4, Section 4 of the Charter of the City of Scottsdale establishes the City Attorney as the chief legal advisor of all offices, departments and agencies and of all officers and employees in matters relating to their official powers and duties and serves at the pleasure of the City Council.

Trends

Increased requests to serve on cross-department teams to draft ordinance changes, negotiate contracts and address other City priorities.

Continued increased focus on adherence to records retention schedule for paper and electronic records.

Courts continue to increasingly rely on electronic methods for filing documents, providing notification of deadlines or rulings and case presentations in the courtrooms. This continues to require procedural changes in processes and increasing reliance upon technology to comply.

Increased information from e-mail, court filings, citizens etc. requiring more and more time for review, filing, and retrieval as needed.

Program Broad Goals

Enhance City services by providing legal advice to City officials and programs in support of their efforts to achieve the mission and broad goals of the City Council.

Continue to expand and improve customer services, legal representation and exchange of information through the increased used of technology.

Program 2004/05 Objectives

Continue to provide client support and timely legal advice at high customer satisfaction rating with no staff increases.

Program Provided in Partnership With

Mayor & City Council, Executive Management, Leadership Team, Department Managers

Program Customers

Mayor and City Council, Executive Team, and all departments

City Council's Broad Goal(s)

Fiscal and Resource Management

Basic Equipment

Computers, phones, Microsoft Office

Special Equipment

Hand-held dictation units, transcribers, Westlaw, iManage Document Management System, Law Library, Kofax Ascent Capture imaging software with one scanner workstation.

Resources by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
General Fund Support	\$2,430,145	\$1,742,337	\$1,742,931	\$1,953,318
Total Program Revenues	\$2,430,145	\$1,742,337	\$1,742,931	\$1,953,318

Expenditures by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
Personal Services	\$1,989,166	\$1,536,488	\$1,536,488	\$1,681,226
Contractual Services	386,479	170,065	170,659	229,028
Commodities	52,881	35,784	35,784	41,357
Capital Outlays	1,620	-	-	1,707
Total Program Budget	\$2,430,145	\$1,742,337	\$1,742,931	\$1,953,318

Performance Measures

Program/Service Outputs: (goods, services, units produced)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
Annual client satisfaction surveys rating various and specific legal advice functions, quality of services, and treatment when doing business with the office	129 surveys 93% response	115 surveys 94% response	98 surveys 94% response	98 surveys 94% response

Program/Service Outcomes: (based on program objectives)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
% of overall client satisfaction is very good or good.	93%	90%	93%	93%

Program Staffing

1 Full-time	ADMINISTRATIVE SECRETARY	1.00
2 Full-time	ASSISTANT CITY ATTORNEY	2.00
1 Full-time	CITY ATTORNEY	1.00
3 Full-time	DEPUTY CITY ATTORNEY	3.00
1 Full-time	LEGAL ADMIN COORD	1.00
1 Full-time	LEGAL ASSISTANT	1.00
4 Full-time	LEGAL SECRETARY	4.00
1 Full-time	OFFICE COORD MANAGER - LAW	1.00
4 Full-time	SR ASSISTANT CITY ATTORNEY	4.00
1 Part-time	SUPPORT SPECIALIST - LAW	0.50
Total Program FTE		18.50

Prior Year Highlights

Prior Year Highlights for City programs are currently being finalized by the staff and will be included in the adopted FY 2004/05 budget.

PROSECUTION

City Attorney's Office

Program Description

The Prosecution program prosecutes misdemeanor offenses in the City of Scottsdale, including DUI, domestic violence, juvenile status offenses, minor traffic, and other misdemeanor offenses. This program supports Code Enforcement, Zoning, Airport and Photo Radar and represents the City of Scottsdale in all court proceedings required to prosecute offenders and to support the mission and goals of the City Council.

Trends

As the economy recovers from difficult times it is reflected within our community and its behaviors. The caseload for the City Prosecutor's Office continues to rise, with particular emphasis in the areas of Domestic Violence and DUI. As these laws get stronger with more mandatory punishments, more accused will choose to present their case to the court thus increasing the number of trials.

Program Broad Goals

Expand and improve customer services, legal representation, and exchange of information through the increased use of technology in helping to make government accessible, responsive and accountable.

Continue to represent the City in all court proceedings required to prosecute and to support the missions and broad goals of the City Council.

Program 2004/05 Objectives

Resolve cases in a competent, and timely manner through effective prosecution processes.

Maintain open and effective communication to insure an atmosphere of cooperation and teamwork among City departments.

Continue with community outreach activities to provide increased citizen awareness of programs to protect and enhance neighborhoods.

Program Provided in Partnership With

Police, Court, Code Enforcement, Current Planning Services (Zoning), Victim Services

Program Customers

Court, Police, Code Enforcement, Zoning, Airport, Fire Department, Scottsdale citizens

City Council's Broad Goal(s)

Neighborhoods

Basic Equipment

PCs, Printers, Fax machines, Telephones, 10 key calculators, copy machines, typewriter, shredder, cell phones, tape recorders, other recording devices, TV, VCR, podiums

Special Equipment

ACJIS terminals, Prosecutor Information Network (PIN), Westlaw, Legal Research Materials, Legal Brief Binding Equipment

Resources by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
General Fund Support	\$1,662,139	\$1,821,215	\$1,822,875	\$1,898,290
Total Program Revenues	\$1,662,139	\$1,821,215	\$1,822,875	\$1,898,290

Expenditures by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
Personal Services	\$1,589,270	\$1,699,960	\$1,699,960	\$1,763,234
Contractual Services	58,424	106,705	108,365	116,706
Commodities	14,446	14,550	14,550	15,050
Capital Outlays	-	-	-	3,300
Total Program Budget	\$1,662,139	\$1,821,215	\$1,822,875	\$1,898,290

PROSECUTION

City Attorney's Office

Performance Measures

Program/Service Outputs: (goods, services, units produced)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
As caseloads continually increase and staff levels remain constant, prosecutors review 100% of available citations prior to the first court date	80%	100%	100%	100%

Program/Service Outcomes: (based on program objectives)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
% of cases resolved at first court appearance (arraignment) ultimately helps to enhance efficiency throughout the criminal justice system. All cases:	20%	26%	30%	30%
% of cases resolved at first court appearance (arraignment) ultimately helps to enhance efficiency throughout the criminal justice system. Cases where the defendant appeared (excludes defendants who fail to appear):	33%	40%	46%	46%

Program Staffing

1 Full-time	CITY PROSECUTOR	1.00
5 Full-time	LEGAL ASSISTANT	5.00
2 Full-time	LEGAL SECRETARY	2.00
1 Full-time	OFFICE COORD MANAGER - LAW	1.00
5 Full-time	PROSECUTION SPECIALIST	5.00
5 Full-time	PROSECUTOR I	5.00
5 Full-time	PROSECUTOR II	5.00
1 Full-time	SUPPORT SPECIALIST - LAW	1.00
1 Full-time	SYSTEMS INTEGRATOR	1.00
Total Program FTE		26.00

Prior Year Highlights

Prior Year Highlights for City programs are currently being finalized by the staff and will be included in the adopted FY 2004/05 budget.

VICTIM SERVICES

City Attorney's Office

Program Description

The Victim Services program provides legally mandated victim notification services as well as professional level victim advocacy and counseling services to misdemeanor and felony crime victims in Scottsdale.

Trends

The Victim Services program experienced a 45% increase in the number victim cases opened and a 195% increase in the number of services provided to victims in FY 2002/03. Increased focus on victim case management services resulted in a 57% increase in the number of in-person advocacy hours provided to victims during FY 2002/03. With the opening of the Family Advocacy Center in February 2003, the scope of services provided by Victim Services expanded to include professional counseling. Due to prior budget cuts and the elimination of the Victim Services Counselor position, counseling services at the Family Advocacy Center were, and continue to be, provided by the Senior Victim Advocate and the Victim Services Manager, both Arizona certified professional counselors.

Program Broad Goals

Deliver legally mandated victim notification and victim advocacy services, as defined by the Attorney General, to every eligible misdemeanor crime victim seeking victim assistance services.

Provide Scottsdale crime victims with advocacy and professional counseling services at the Family Advocacy Center.

Program 2004/05 Objectives

Provide victim notification within mandated statutory timelines 95% of the time.

Provide thirty-day post conviction case management to all invoked domestic violence victims.

Scottsdale crime victims will be able to secure a minimum of six individual, family and/or group counseling sessions as well as victim advocacy case management services.

Program Provided in Partnership With

Prosecution, Police, Court, Human Services

Program Customers

Victims of misdemeanor and felony crimes, Prosecution, Police, Court, Human Services

City Council's Broad Goal(s)

Neighborhoods

Basic Equipment

9 personal computers, 9 telephones, 2 TV/VCR's

Special Equipment

Video conferencing equipment

Resources by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
General Fund Support	\$302,032	\$402,181	\$402,181	\$422,949
Grants/Trust Receipts	\$42,390	-	-	-
Total Program Revenues	\$344,422	\$402,181	\$402,181	\$422,949

Expenditures by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
Personal Services	\$288,091	\$386,458	\$386,458	\$404,288
Contractual Services	11,150	12,183	12,183	14,651
Commodities	2,791	3,540	3,540	4,010
SubTotal	\$302,032	\$402,181	\$402,181	\$422,949
Grant/Trust Expenditures	\$42,390	-	-	-
Total Program Budget	\$344,422	\$402,181	\$402,181	\$422,949

VICTIM SERVICES

City Attorney's Office

Performance Measures

Program/Service Outputs: (goods, services, units produced)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
Victim advocacy services provided by VSD staff	4,186	12,342	12,342	13,000
Individual, family, and/or group counseling sessions provided at the Family Advocacy Center	n/a	50 hours	200 hours	600 hours

Program/Service Outcomes: (based on program objectives)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
% of victims satisfied with services based on Victim Satisfaction Survey	97%	92%	97%	97%

Program Staffing

1 Full-time	SR VICTIM ADVOCATE	1.00
3 Full-time	VICTIM ADVOCATE	3.00
1 Part-time	VICTIM ASSISTANT NOTIF CLERK	0.50
2 Full-time	VICTIM ASSISTANT NOTIF SPEC	2.00
1 Full-time	VICTIM SERVICES MANAGER	1.00
Total Program FTE		7.50

Prior Year Highlights

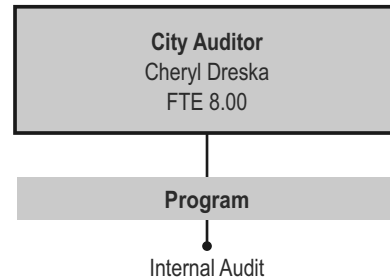
Prior Year Highlights for City programs are currently being finalized by the staff and will be included in the adopted FY 2004/05 budget.



City Auditor's Office

Mission

The City Auditor responds to City needs by providing independent research, analysis, and consultative and educational services to promote operational efficiency, effectiveness, and integrity. The City Auditor's Office also performs the functions of False Alarm Hearing Officer, Property Disposition Hearing Officer, and Taxpayer Resolution Officer.



INTERNAL AUDIT PROGRAM

City Auditor's Office

Program Description

The Internal Audit program conducts expanded scope audits of departments, offices, boards, activities, and agencies of the City. The mission of the office is to provide independent research and analysis to promote the operational efficiency, effectiveness, and integrity of City service

Trends

Increased focus on e-government applications requires additional resources to ensure adequate security. Increased interest from regulatory agencies and citizens requires dedicated efforts in the review of controls, contracts, and laws. Accounting scandals have heightened interest in integrity of data. Revenue reductions create the demand for performance monitoring.

Program Broad Goals

Conduct Audits - To prepare a balanced audit plan, conduct the required audits in a timely, professional manner and prepare thorough, compelling, well-written audit reports focusing on improvement.

Adhere to Government Auditing Standards to ensure that technically competent, professional staff adequately plan and carry out the audit work at a level sufficient to pass a quality review.

Conduct Hearings and Provide Taxpayer Assistance - To ensure that other duties assigned to the office are carried out in a timely manner while meeting all required City regulations and professional standards.

Program 2004/05 Objectives

Complete the audits on the 2004 audit plan in a timely, professional manner focusing on improvements in efficiency and program delivery.

Continue to adhere to auditing standards by ensuring that staff have appropriate training, outline the objectives sufficiently, and carry out the necessary work.

Continue to conduct hearings in accordance with regulations in a timely fashion.

Program Provided in Partnership With

City departments

Program Customers

Scottsdale citizens, City Council members, City Manager, City departments

City Council's Broad Goal(s)

Fiscal and Resource Management

Basic Equipment

Personal computers with Microsoft Office Suite, Access and Project, 10-key calculators, printers, scanners, copier

Special Equipment

Specialized audit database (Audit Leverage), desktop publishing software

Resources by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
General Fund Support	\$642,892	\$657,261	\$657,261	\$680,443
Total Program Revenues	\$642,892	\$657,261	\$657,261	\$680,443

Expenditures by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
Personal Services	\$591,070	\$626,124	\$626,124	\$647,642
Contractual Services	50,161	26,188	26,188	28,852
Commodities	1,660	4,949	4,949	3,949
Total Program Budget	\$642,892	\$657,261	\$657,261	\$680,443

INTERNAL AUDIT PROGRAM

City Auditor's Office

Performance Measures

Program/Service Outputs: (goods, services, units produced)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
# of audits performed	3	6	11	12
# of property disposition hearings held	16	28	14	20

Program/Service Outcomes: (based on program objectives)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
# of recommendations made to City departments as a result of audits	25	159	292	318
% of recommendations accepted by management	100%	97.5%	100%	100%

Program Staffing

1 Full-time	ADMINISTRATIVE SECRETARY	1.00
2 Full-time	ASSISTANT CITY AUDITOR	2.00
1 Full-time	CITY AUDITOR	1.00
3 Full-time	INTERNAL AUDITOR	3.00
1 Full-time	SR AUDITOR	1.00
Total Program FTE		8.00

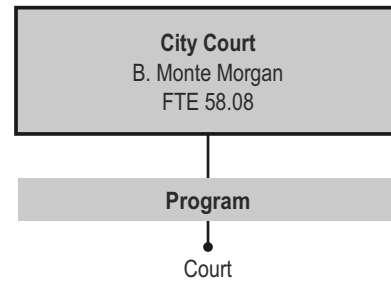
Prior Year Highlights

Prior Year Highlights for City programs are currently being finalized by the staff and will be included in the adopted FY 2004/05 budget.



Mission

Scottsdale City Court is dedicated to serving the community by providing a dignified and professional forum for the efficient resolution of cases within its jurisdiction. All persons shall be treated equally and fairly to promote public trust and confidence.



Resources by Type				
	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
General Fund Program Fee/Charges	\$3,780,048	\$3,779,983	\$3,798,295	\$3,958,561
Special Revenue Fund Fees/Charges/Donations	-	\$290,359	\$292,159	\$290,541
Total Program Revenues	\$3,780,048	\$4,070,342	\$4,090,454	\$4,249,102
Expenditures by Type				
	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
Personal Services	\$3,064,836	\$3,230,325	\$3,230,325	\$3,414,513
Contractual Services	639,893	803,917	816,421	795,049
Commodities	75,060	36,100	43,708	39,540
Capital Outlays	259	-	-	-
Total Program Budget	\$3,780,048	\$4,070,342	\$4,090,454	\$4,249,102

Program Description

Scottsdale City Court serves the community by providing a dignified and professional forum for the efficient resolution of cases within its jurisdiction. The Court has two special funds, Judicial Collection Enhancement Fund (JCEF) and Fill the Gap, established by ARS 12-116 (A) (B) and S.B. 1013. These funds provide for improving, maintaining and enhancing Court operating efficiencies. A third special revenue fund, Court Enhancement, established by City ordinance 2570, sec 9-7.2. provides funding to enhance the technological, operational and security facilities of

Trends

Severe budget shortages at the state level have significantly impacted the courts. Arizona Revised Statute (ARS) 12-116.04 required the courts to submit 75% of specified increased fines and fees over the previous year to the State Treasurer. ARS 12-116.04 was repealed effective 6/30/04. In the area of collections, the Administrative Office of the Courts (AOC) began roll out of a new program, FARE (Fines, Fees and Restitution Enforcement). The purpose of this program is to employ statewide coordinated and standardized practices to enforce court ordered monetary sanctions. Our Court continues to improve case resolution in response to Arizona Supreme Court mandates.

Program Broad Goals

Provide all court users with access to fair and equitable justice, ensuring timely resolution of all criminal and civil cases.

Promote public trust and confidence by demonstrated independence and accountability to citizens and the Arizona Supreme Court.

Program 2004/05 Objectives

Continue timely adjudication (resolution) of cases. Once a case is filed with the Scottsdale City Court, the objective is to provide each defendant with judicial resolution of all charges within 180 days.

Continue enforcement of court ordered sanctions using internal resources and outside collection services. Scottsdale City Court aggressively pursues the collection of delinquent fines through the use of follow-up notices, personal phone calls, interception of state income tax refunds and eventual referral to an outside agency. The Court authorizes its collection agency to make suitable payment arrangements with the defendant and implement wage garnishment, if approved by the Court.

Program Provided in Partnership With

Police, Prosecutor Office, Victim Services, Youth and Family Services, Information Systems

Program Customers

Citizens, Police, Prosecutor Office, Maricopa County Courts, Administrative Office of the Supreme Court, Arizona State Supreme Court

City Council's Broad Goal(s)

Neighborhoods, Open and Responsive Government

Basic Equipment

Personal Computer, Microsoft Office Suite, Imager, 10-key calculator

Special Equipment

AZTEC case management software, FTR Gold software, video conference equipment and related software, outside collection agency, PSST (contract employee), Public Defender and Pro Tem (individual contracts)

Performance Measures

Program/Service Outputs: (goods, services, units produced)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
Charges filed / charges adjudicated (resolved)	79,638 / 114,514	96,995 / 94,045	112,866 / 115,440	116,252 / 118,903
Total fiscal year financial assessment	\$9,149,334	\$11,935,257	\$10,351,843	\$10,774,744

Program/Service Outcomes: (based on program objectives)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
Maintain a charge adjudication rate of at least 100%	144%	97%	102%	102%
Achieve/maintain an 80% payment rate of total financial assessments	78%	78%	77%	80%

Program Staffing

3 Full-time	ASSOCIATE CITY JUDGE	3.00
1 Full-time	CITY JUDGE	1.00
1 Full-time	COURT ADMINISTRATOR	1.00
1 Full-time	COURT ANALYST	1.00
2 Full-time	COURT INTERPRETER	2.00
3 Part-time	COURT SECURITY GUARD	1.58
2 Full-time	COURT SECURITY SCREENER	2.00
1 Part-time	COURT SECURITY SCREENER	0.50
30 Full-time	COURT SERVICES REP	30.00
3 Full-time	COURT SERVICES SUPERVISOR	3.00
2 Full-time	DEPUTY COURT ADMINISTRATOR	2.00
1 Full-time	EXECUTIVE SECRETARY	1.00
2 Full-time	HEARING OFFICER	2.00
1 Full-time	REVENUE COLLECTOR	1.00
1 Full-time	SR ACCOUNTING TECH	1.00
4 Full-time	SR COURT SERVICES REP	4.00
1 Full-time	SYSTEMS INTEGRATOR	1.00
1 Full-time	TECH COORD	1.00

Total Program FTE 58.08

Prior Year Highlights

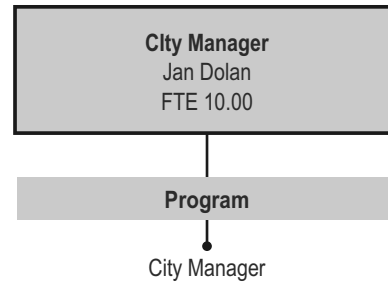
Prior Year Highlights for City programs are currently being finalized by the staff and will be included in the adopted FY 2004/05 budget.



City Manager's Office

Mission

Successfully implement the City Council's Mission and goals by leading the organization's delivery of effective and efficient public services and programs.



CITY MANAGER

City Manager's Office

Program Description

The City Manager provides the organizational leadership necessary to successfully implement and deliver the Mission and Goals developed by the City Council, which are designed to effectively respond to the needs of Scottsdale.

Program Broad Goals

Provide organizational leadership to successfully implement and administer programs and services that reflect the Council's Mission and Goals to serve Scottsdale.

Program 2004/05 Objectives

Expand opportunities for public participation in City business and decision-making.

Seek budgetary cost savings while continuing to deliver critical municipal services.

Focus on mature neighborhoods.

Program Provided in Partnership With

City departments

Program Customers

City Council, Scottsdale citizens

City Council's Broad Goal(s)

Neighborhoods, Preservation, Transportation, Economy, Fiscal and Resource Management, Open and Responsive Government

Basic Equipment

Standard office equipment, personal computers, cell phones, pagers

Special Equipment

none

Resources by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
General Fund Support	\$709,363	\$703,190	\$713,716	\$767,093
Total Program Revenues	\$709,363	\$703,190	\$713,716	\$767,093

Expenditures by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
Personal Services	\$1,126,253	\$1,121,131	\$1,121,131	\$1,155,060
Contractual Services	(423,716)	(423,941)	(419,465)	(402,037)
Commodities	6,826	6,000	12,050	11,050
Capital Outlays	-	-	-	3,020
Total Program Budget	\$709,363	\$703,190	\$713,716	\$767,093

Performance Measures

Program/Service Outputs: (goods, services, units produced)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
% of strategies identified in the City Manager's Critical Objectives document to carry out City Council's Mission Critical Objectives	100%	100%	100%	100%

Program/Service Outcomes: (based on program objectives)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
Created an orientation program for new Board and Commission members	meet measure	meet measure	meet measure	meet measure

Program Staffing

2 Full-time	ASSISTANT CITY MANAGER	2.00
1 Full-time	ASSISTANT TO CITY MANAGER	1.00
1 Full-time	CITY MANAGER	1.00
1 Full-time	DEPUTY CITY MANAGER	1.00
1 Full-time	EXEC SECTY TO CITY MANAGER	1.00
1 Full-time	EXECUTIVE ASSISTANT	1.00
2 Full-time	EXECUTIVE SECRETARY	2.00
1 Full-time	REDEVEL ADMINISTRATOR	1.00
Total Program FTE		10.00

Prior Year Highlights

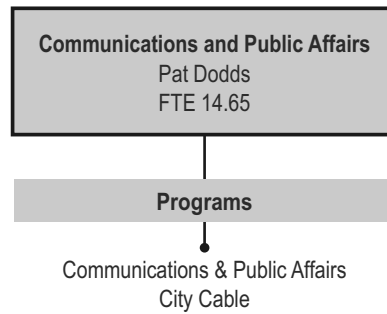
Prior Year Highlights for City programs are currently being finalized by the staff and will be included in the adopted FY 2004/05 budget.



Communications & Public Affairs

Mission

Responsibly and proactively communicate timely, accurate, and credible information to Scottsdale's citizens and City of Scottsdale employees.



COMMUNICATIONS & PUBLIC AFFAIRS

Communications & Public Affairs

Program Description

The Communications and Public Affairs office produces content for and manages the City's main print and Internet based communications outlets; assists departments with graphic needs; manages media relations and public records requests; assists departments with public outreach; assists with coordination and management of City events.

Trends

To save costs and maintain contact with citizens, CAPA has shifted resources toward:

More efficient use of the City's own print media.

More effective coordination of information for commercial print and broadcast media.

More effective use of the City's own electronic media outlets - its Internet site and cable television channel.

Program Broad Goals

Provide accurate, concise, relevant and useful information in print and electronic formats that supports City Council goals.

Enhance citizen access to government by informing citizens and assisting in the coordination of public input opportunities.

Provide concise and accurate information to employees and help coordinate communications regarding the City organization.

Program 2004/05 Objectives

Offer more and upgraded e-mail newsletters to subscribers by October 2004.

Conduct a Citizen Survey by October 2004 to assess citizen satisfaction with services.

Assure all significant public outreach efforts include coordinated plans for use of Internet, cable television and other city information resources.

Program Provided in Partnership With

Transportation Administration, Citizen and Neighborhood Resources Administration, Capital Projects Management, where Public Information Coordinators are housed but report directly to CAPA, Information Systems Administration, whose Electronic Communications Coordinator is housed in CAPA

Program Customers

Scottsdale citizens, City Manager, Council, all City departments, City employees, print and electronic media

City Council's Broad Goal(s)

Open and Responsive Government

Basic Equipment

Personal computers, Microsoft Office Suite

Special Equipment

Computer software: PageMaker 7.0, Alchemy, Quick Time, Adobe Distiller and Adobe Image Ready, Photoshop and Assistant, FrontPage, PageKeeper, Kodak Camera, Adobe Illustrator, QuarkXpress, ArcusII scanning software, Adaptec Toast, Adobe Acrobat Reader, Other equipment: light table, graphic design books, zip drive, external floppy drive, USB hub, CD burner, digital cameras, scanner, USB port to download photos

Resources by Type				
	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
General Fund Support	\$935,463	\$1,075,057	\$1,077,747	\$1,013,826
Total Program Revenues	\$935,463	\$1,075,057	\$1,077,747	\$1,013,826
Expenditures by Type				
	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
Personal Services	\$745,006	\$785,797	\$785,797	\$806,426
Contractual Services	181,562	279,760	279,760	171,900
Commodities	8,895	9,500	12,190	35,500
Total Program Budget	\$935,463	\$1,075,057	\$1,077,747	\$1,013,826

Performance Measures

Program/Service Outputs: (goods, services, units produced)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
# of subscribers to Scottsdale Update weekly e-mail newsletter	n/a	2,064	3,000	3,500
News releases, Media Updates, Traffic Alerts, Construction Updates released to news media	277	267	270	270

Program/Service Outcomes: (based on program objectives)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
Achieve a 90% "useful" rating for Scottsdale Pride utility bill newsletter	n/a	96%	90%	90%
% of users' overall satisfaction with City website	52%	60%	65%	65%

Program Staffing

1 Full-time	ADMINISTRATIVE SECRETARY	1.00
1 Full-time	COMM / PUBLIC AFFAIRS OFFICER	1.00
1 Full-time	GRAPHICS DSGN COORD	1.00
1 Full-time	MEDIA RELATIONS MANAGER	1.00
1 Full-time	PUBLIC AFFAIRS MANAGER	1.00
5 Full-time	PUBLIC INFORMATION COORDINATOR	5.00
1 Part-time	PUBLIC INFORMATION COORDINATOR	0.65
Total Program FTE		10.65

Prior Year Highlights

Prior Year Highlights for City programs are currently being finalized by the staff and will be included in the adopted FY 2004/05 budget.

Program Description

The City Cable program operates the Scottsdale municipal government cable channel, with emphasis on live broadcast of public meetings. It also provides video services and technical help for special events and for internal communications.

Trends

CityCable continues to focus on its core mission to:

- Broadcast public meetings
- Provide basic information on City programs

Program Broad Goals

- Provide accurate, concise, useful and relevant information on CityCable 11 that supports City Council goals.
- Enhance citizen access to government by providing reliable and consistent coverage of City Council and commission meetings.
- Support internal communication efforts through Video Line and other employee communications efforts.

Program 2004/05 Objectives

- Provide ongoing live coverage of City Council meetings, as well as keyboard and commission meetings held in the City Hall Kiva.
- Implement long-term maintenance and replacement program for City Hall Kiva audio, video, and presentation systems by October 2004 to ensure that system is reliable.

Program Provided in Partnership With

Key partners include the Transportation Administration, Citizen and Neighborhood Resources Administration, Capital Projects Management, where Public Information Coordinators are housed but report directly to CAPA, Information Systems Administration, whose Electronic Communications Coordinator is housed in CAPA

Program Customers

Cable television subscribers, all City departments, City employees

City Council's Broad Goal(s)

Open and Responsive Government

Basic Equipment

Personal computers, Microsoft Office Suite, video cameras, tripods, video tapes, VCRs, televisions

Special Equipment

Lighting equipment, teleprompter, cable and connectors, editing equipment, sound amplifiers, sound speakers, sound mixing boards, timebase correctors, blackburst generators, automated playback system, character generators, TV monitors, CD players, audio tape players/recorders, special effects switchers, light reflector screens, slide projectors and screens, studio scenery, scan converters

Resources by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
General Fund Support	\$274,256	\$308,948	\$310,686	\$306,686
Total Program Revenues	\$274,256	\$308,948	\$310,686	\$306,686

Expenditures by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
Personal Services	\$240,111	\$256,929	\$256,929	\$263,811
Contractual Services	23,018	33,419	33,419	28,275
Commodities	9,177	18,600	20,338	14,600
Capital Outlays	1,950	-	-	-
Total Program Budget	\$274,256	\$308,948	\$310,686	\$306,686

Performance Measures

Program/Service Outputs: (goods, services, units produced)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
# of hours of City Council, board and commission meetings carried on CityCable 11	400 approx.	345	400	400

Program/Service Outcomes: (based on program objectives)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
% uninterrupted cablecast of public meetings on CityCable schedule	n/a	100%	95%	95%
% CityCable 11 main playback system operational	n/a	99.9%	99%	99%

Program Staffing

1 Full-time	VIDEO PRODUCTION ASSISTANT	1.00
1 Full-time	VIDEO PRODUCTION MANAGER	1.00
2 Full-time	VIDEO PRODUCTION SPECIALIST	2.00
Total Program FTE		4.00

Prior Year Highlights

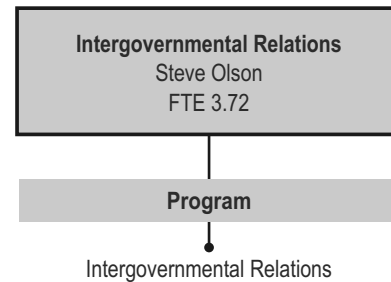
Prior Year Highlights for City programs are currently being finalized by the staff and will be included in the adopted FY 2004/05 budget.



Intergovernmental Relations

Mission

Represent the City of Scottsdale at all levels of government by promoting positive and cooperative relations, in an effort to advance Scottsdale's objectives and policies as set forth in the Mayor and City Council Mission and Goals.



Resources by Type				
	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
General Fund Support	\$416,283	\$447,910	\$453,423	\$714,783
Grant/Trust Expenditures	-	-	\$31,000	-
Total Program Revenues	\$416,283	\$447,910	\$484,423	\$714,783
Expenditures by Type				
	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
Personal Services	\$211,517	\$234,880	\$234,880	\$302,111
Contractual Services	198,779	209,430	214,943	406,722
Commodities	5,986	3,600	3,600	5,950
SubTotal	\$416,283	\$447,910	\$453,423	\$714,783
Grant/Trust Expenditures	-	-	\$31,000	-
Total Program Budget	\$416,283	\$447,910	\$484,423	\$714,783

INTERGOVERNMENTAL RELATIONS

Intergovernmental Relations

Program Description

The Intergovernmental Relations program advocates Scottsdale's position on federal, state, and regional legislative, regulatory and funding matters in a targeted and consistent manner. The City's position is articulated & promoted through building positive relationships, building coalitions, coordination of City activities, direct advocacy, and participation in organizations. This program is also responsible for keeping City Council, City staff & interested parties informed in a timely manner regarding the status of federal, state & regional issues that impact City Council goals & objectives, City operations & City fiscal conditions.

Trends

Federal, State and regional governments are facing serious budget problems. Each level is attempting to reduce expenditures through reducing funds distributed to local governments. In addition, each level is attempting to delegate responsibilities to, and place restrictions on, the services provided by local governments.

Program Broad Goals

Identify and take advantage of opportunities to achieve City Council Goals through participation in regional, state and national development of funding, regulatory and statutory programs.

Initiate discussion and advocate on behalf of the City for high priority items at the federal, state and regional levels of government.

Coordinate and execute strategies to pass or oppose legislation and regulatory actions in support of City Council goals and objectives. Such strategies may be undertaken through cooperation with other governmental entities and interest groups or independently as the City.

Program 2004/05 Objectives

Legislative Issues: Continue to support legislative initiatives that: Preserve & enhance the City's ability to: deliver quality and cost-effective services to Scottsdale citizens and visitors and to address quality of life issues - clean and safe neighborhoods, adequate social services, and preservation of natural amenities - for Scottsdale citizens; Preserve and enhance our City Council's ability to serve Scottsdale citizens by retaining local decision making authority & maintaining fiscally balanced revenue sources.

Federal Issues: Continue to pursue strategies to make federal funding available to Scottsdale for: Compliance with EPA Arsenic Regulations, Land preservation, Local and regional transportation improvements; Social services programs such as the Homeless Continuum of Care proposals, Police protection and emergency services.

Regional Issues: Continue to actively support the work of other programs and activities having a regional impact. Among these activities are: Transportation Planning, Air Quality, Social Services, relations with the Salt River Pima Maricopa Indian Community (SRPMIC), and Land Use Planning.

Program Provided in Partnership With

City Council, City Manager, City departments

Program Customers

Maricopa Association of Governments, National League of Cities, League of Arizona Cities and Towns, and various interest groups, depending on the federal, state, regional and local issues that arise

City Council's Broad Goal(s)

Neighborhoods, Preservation, Transportation, Economy, Fiscal and Resource Management, Open and Responsive Government

Basic Equipment

3 personal computers, 1 printer, 1 copy machine, 1 fax machine, 2 cell phones, 2 10-key calculators

Special Equipment

1 contract for Federal Lobbying and Information Services, Legislation On-line Arizona (LOLA) Legislative tracking service, AZ Revised Statutes

INTERGOVERNMENTAL RELATIONS

Intergovernmental Relations

Performance Measures

Program/Service Outputs: (goods, services, units produced)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
# of reports issued	22	26	26	26

Program/Service Outcomes: (based on program objectives)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
% of reports timely prepared & distributed on federal, state & regional issues monthly & weekly during the Legislative session	95%	95%	95%	95%

Program Staffing

1 Part-time	ADMINISTRATIVE SECRETARY	0.72
1 Full-time	EXECUTIVE SECRETARY	1.00
1 Full-time	GOVERNMENT RELATIONS COORD	1.00
1 Full-time	GOVERNMENT RELATIONS DIR	1.00
Total Program FTE		3.72

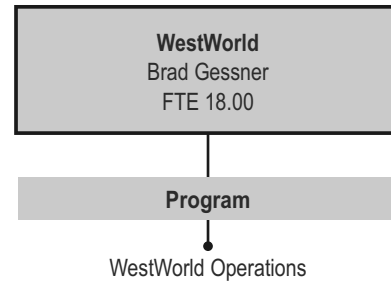
Prior Year Highlights

Prior Year Highlights for City programs are currently being finalized by the staff and will be included in the adopted FY 2004/05 budget.



Mission

We are dedicated to remaining a premier, nationally recognized equestrian center and special event facility that provides family entertainment for the metropolitan area and beyond.



Resources by Type				
	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
General Fund Program				
Fee/Charges	\$1,541,298	\$1,493,500	\$1,493,500	\$1,587,537
General Fund Support	\$358,915	\$679,717	\$681,094	\$683,630
Total Program Revenues	\$1,900,213	\$2,173,217	\$2,174,594	\$2,271,167
Expenditures by Type				
	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
Personal Services	\$840,698	\$930,090	\$930,090	\$1,326,005
Contractual Services	888,649	1,066,428	1,066,702	746,437
Commodities	119,018	176,699	177,802	198,725
Capital Outlays	51,849	-	-	-
Total Program Budget	\$1,900,213	\$2,173,217	\$2,174,594	\$2,271,167

Program Description

The WestWorld Operations program operates a nationally recognized equestrian and special event facility that provides recreational opportunities and family entertainment for the metropolitan area and beyond.

Trends

Increased events and spectators at WestWorld events will mean increased economic impact to the region. The number and type of events held at WestWorld will increase annually. Requests for facility use for special events will increase and highlight the need to implement the updated Master Plan in order to host a multitude of different events.

Program Broad Goals

Provide a quality public assembly venue with exemplary services with an emphasis on equestrian events.

Attract additional special events to WestWorld to provide recreational and entertainment opportunities to our community and target market
Provide a positive economic impact for the City of Scottsdale.

Program 2004/05 Objectives

Implement the capital improvement plan outlined in the WestWorld business plan and updated Master Plan.

Update the Facility and Operations Management Plan for WestWorld with the Bureau of Reclamation.

• • • • •

Program Provided in Partnership With

City Manager, Accounting, Accounts Payable & Payroll, Fleet, Budget, Purchasing, Human Resources, Risk Management, CAPA, Capital Project Management

Program Customers

Event promoters, event participants, event spectators

City Council's Broad Goal(s)

Preservation, Economy

Basic Equipment

Personal computers, calculators, equipment including tractors, water trucks, loaders, backhoe, street sweeper, tools, lawn mowers, golf carts, vehicles

Special Equipment

Digital Rez RV software, SmartStream financial software, desktop publishing software, water irrigation reel

WESTWORLD OPERATIONS

Performance Measures

Program/Service Outputs: (goods, services, units produced)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
# of equestrian events	77	76	75	76
# of special events	30	36	39	41

Program/Service Outcomes: (based on program objectives)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
% of park users satisfied with events, services, and facilities	90%	92%	99%	99%

Program Staffing

1 Full-time	ADMINISTRATIVE SECRETARY	1.00
1 Full-time	CUSTOMER SERVICES REP	1.00
1 Full-time	FAC MANAGER	1.00
1 Full-time	GENERAL MANAGER	1.00
7 Full-time	MAINTENANCE WORKER II	7.00
4 Full-time	MAINTENANCE WORKER III	4.00
1 Full-time	WW EVENTS CONTRACT COORD	1.00
1 Full-time	WW EVENTS MANAGER	1.00
1 Full-time	WW TECH	1.00
Total Program FTE		18.00

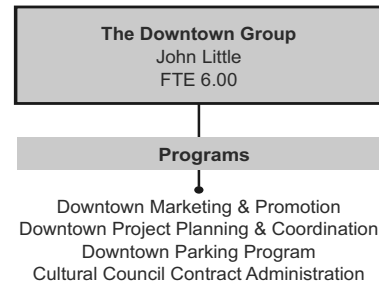
Prior Year Highlights

Prior Year Highlights for City programs are currently being finalized by the staff and will be included in the adopted FY 2004/05 budget.



Mission

The Downtown Group coordinates downtown capital projects, promotional programs, parking, and transit. This program provides leadership for the City of the Main Street Plaza Scottsdale, formerly known as the Loloma Arts, the private Scottsdale Waterfront, and staffing for the Downtown Enhanced Municipal Services District Commission. The Downtown Group program also oversees the City's contract with the Scottsdale Cultural Council, and attends to the needs of arts and cultural organizations downtown.

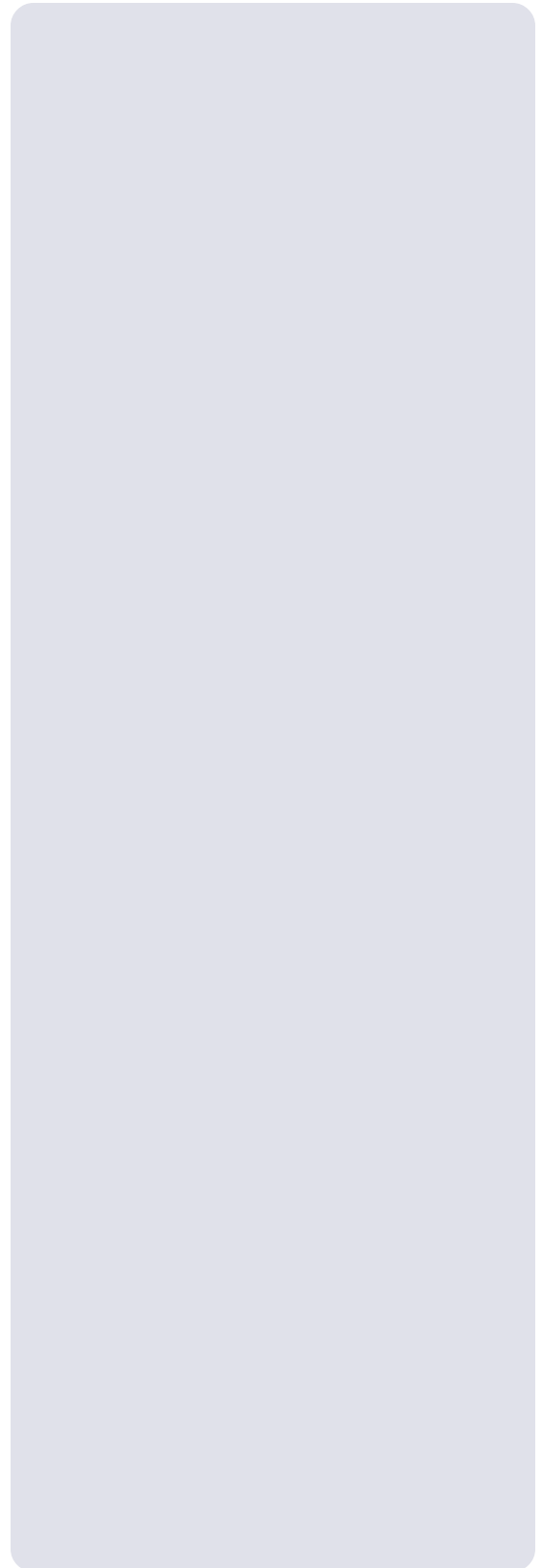


Resources by Type				
	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
General Fund Support	-	-	\$58,257	\$3,920,422
Total Program Revenues	-	-	\$58,257	\$3,920,422
Expenditures by Type				
	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
Personal Services	-	-	-	\$590,906
Contractual Services	-	-	\$26,750	3,321,316
Commodities	-	-	7,400	8,200
Capital Outlays	-	-	24,107	-
Total Program Budget	-	-	\$58,257	\$3,920,422

DOWNTOWN MARKETING & PROMOTION

The Downtown Group

The Program Description, Trends, Program Broad Goals, Program 2004/05 Objectives, Partners, Customers, etc., for this City program are currently being finalized by the staff and will be included in the adopted FY 2004/05 budget.



Performance Measures

Program/Service Outputs: (goods, services, units produced)

Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
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The Performance Measures for this City program are currently being finalized by the staff and will be included in the adopted FY 2004/05 budget.

Program/Service Outcomes: (based on program objectives)

Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
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The Performance Measures for this City program are currently being finalized by the staff and will be included in the adopted FY 2004/05 budget.

Program Staffing

1 Full-time	DOWNTOWN EXECUTIVE DIRECTOR	1.00
1 Full-time	ADMINISTRATIVE SECRETARY	1.00
1 Full-time	DOWNTOWN LIASON	1.00
1 Full-time	PRINCIPLE PLANNER	1.00
1 Full-time	PUBLIC WORKS PLANNER	1.00
1 Full-time	DOWNTOWN CULTURAL DIRECTOR	1.00
Total Program FTE		6.00

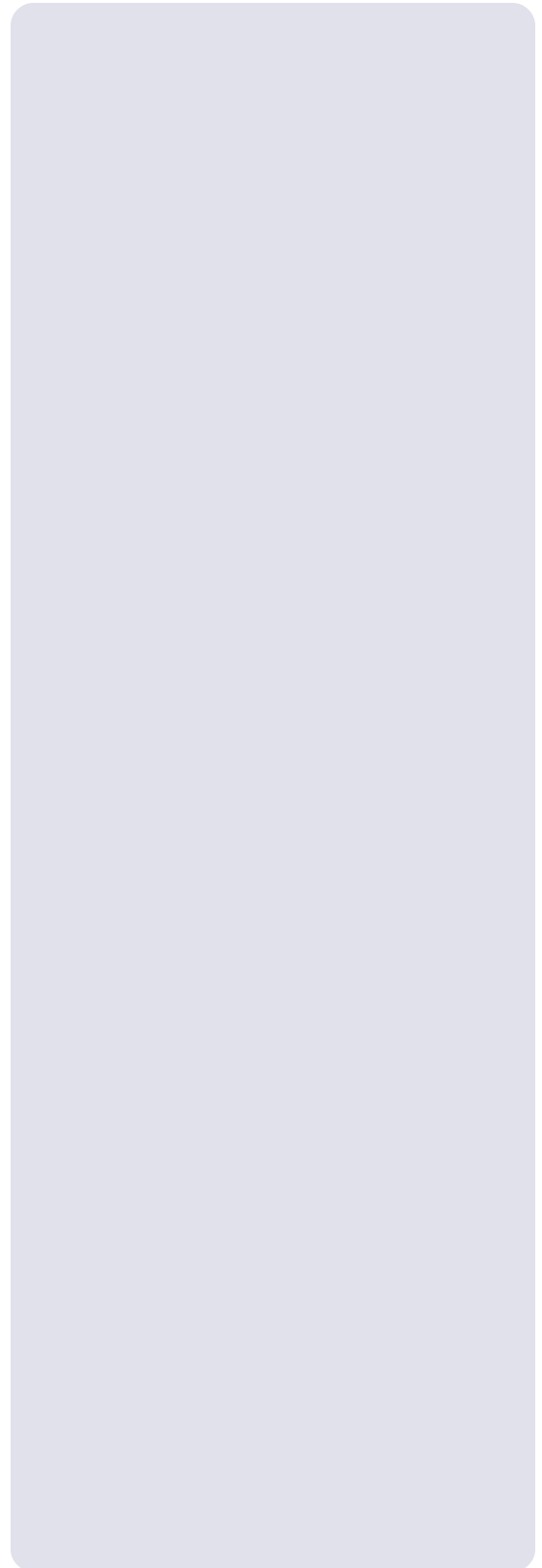
Prior Year Highlights

Prior Year Highlights for City programs are currently being finalized by the staff and will be included in the adopted FY 2004/05 budget.

DOWNTOWN PROJECT PLANNING & COORDINATION

The Downtown Group

The Program Description, Trends, Program Broad Goals, Program 2004/05 Objectives, Partners, Customers, etc., for this City program are currently being finalized by the staff and will be included in the adopted FY 2004/05 budget.



Performance Measures

Program/Service Outputs: (goods, services, units produced)

Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
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The Performance Measures for this City program are currently being finalized by the staff and will be included in the adopted FY 2004/05 budget.

Program/Service Outcomes: (based on program objectives)

Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
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The Performance Measures for this City program are currently being finalized by the staff and will be included in the adopted FY 2004/05 budget.

Program Staffing

Staffing for this City programs is currently being finalized by the staff and will be included in the adopted FY 2004/05 budget.

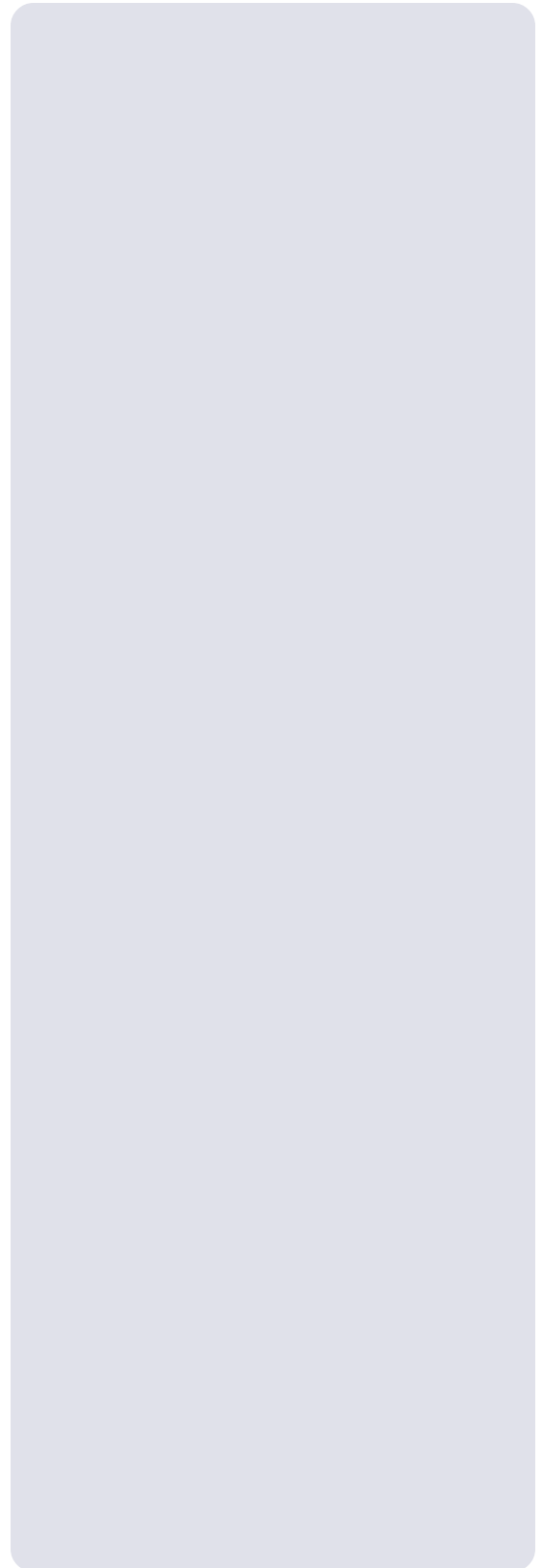
Prior Year Highlights

Prior Year Highlights for City programs are currently being finalized by the staff and will be included in the adopted FY 2004/05 budget.

DOWNTOWN PARKING PROGRAM

The Downtown Group

The Program Description, Trends, Program Broad Goals, Program 2004/05 Objectives, Partners, Customers, etc., for this City program are currently being finalized by the staff and will be included in the adopted FY 2004/05 budget.



DOWNTOWN PARKING PROGRAM

The Downtown Group

Performance Measures

Program/Service Outputs: (goods, services, units produced)

Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
----------------------	----------------------	-------------------------	-------------------------

The Performance Measures for this City program are currently being finalized by the staff and will be included in the adopted FY 2004/05 budget.

Program/Service Outcomes: (based on program objectives)

The Performance Measures for this City program are currently being finalized by the staff and will be included in the adopted FY 2004/05 budget.

Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
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Program Staffing

Staffing for this City programs is currently being finalized by the staff and will be included in the adopted FY 2004/05 budget.

Prior Year Highlights

Prior Year Highlights for City programs are currently being finalized by the staff and will be included in the adopted FY 2004/05 budget.

ARTS AND CULTURAL SERVICES

The Downtown Group

Program Description

The Scottsdale Cultural Council, through a Management Services Agreement with the City of Scottsdale, strives to make the arts an integral part of the Scottsdale experience; to offer residents and visitors the highest quality in the performing and visual arts; to nurture emerging artistic talent; to entertain and to educate; and to employ the qualities of the arts to deepen a sense of community. Scottsdale Cultural Council received Contributions and earned revenue of \$5,470,432 to leverage City funds; City received \$42,623 in Special Revenue Funds for Community Arts Trust from lease of Loloma School Facilities.

Trends

Continued need to find new revenue resources and to identify new operating agencies to maintain programs for a larger and more diverse population. Continued increase in Public Art projects requiring more resource commitment to coordinating new projects and maintaining completed projects.

Program Broad Goals

Manage the Scottsdale Center for the Arts, the Scottsdale Museum of Contemporary Art and the Civic Center Mall and Amphitheater outdoor.

Continue to develop the City's Fine Art Collection by obtaining significant acquisitions, thereby increasing the prominence as well as the value of the collection.

Implement Cultural Tourism plan to attract visitors to the valley, in conjunction with the Convention and Visitors Bureau and valley arts organizations.

Program 2004/05 Objectives

Serve as the official advisory and planning body on the arts and culture for the City.

Create within the City, a climate wherein the arts may flourish through active participation and cooperation of government, business, education and the private sector.

Plan and support programs that extend community resources to school age youth.

Program Provided in Partnership With

City Council, Public Art Committee, Scottsdale citizens, Donors, Local Arts Organizations

Program Customers

Scottsdale citizens, Annual Customer Attendance at Performing Arts events, Exhibitions, and Education events 273,023

City Council's Broad Goal(s)

Neighborhoods, Preservation, Economy

Basic Equipment

None

Special Equipment

None

ARTS AND CULTURAL SERVICES

The Downtown Group

Performance Measures

Program/Service Outputs: (goods, services, units produced)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
# attending Scottsdale Center for the Arts programs	151,049	155,000	158,000	161,000
# of participants in Arts Education Outreach programs	37,504	38,600	39,750	40,942

Program/Service Outcomes: (based on program objectives)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
Scottsdale Cultural Council annual operating budget is not more than 30% City subsidy money.	26.1%	26.1%	26.1%	26.1%
Maintain Citizen satisfaction as good or very good for Community Arts/Cultural Programs	95%	95%	95%	95%

Program Staffing

No specific staff positions or FTE's are assigned to this program.

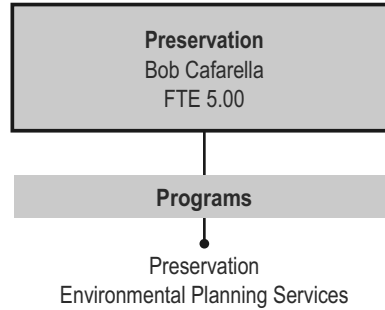
Prior Year Highlights

Prior Year Highlights for City programs are currently being finalized by the staff and will be included in the adopted FY 2004/05 budget.



Mission

To provide the focus for the acquisition, preservation, management, and stewardship of the McDowell Sonoran Preserve for the benefit of this generation and those to follow, and to celebrate and acknowledge the community's rich heritage and unique character through the preservation of historical and archaeological resources.



PRESERVATION

Preservation

Program Description

The Preservation program is responsible for managing all phases, from land acquisition to stewardship, of the effort to achieve the community's vision for creating a 36,000 acre McDowell Sonoran Preserve. The Preserve program is supported by 5 public votes and has been identified by the City Council as a high community priority. The program also manages the historic and archaeological resources programs recently initiated by the City Council which includes carrying out requirements and policies set forth in ordinances, adding properties to the Scottsdale Historic Register, and creating a general awareness in the community of Scottsdale's rich past. An important aspect of the program's responsibility is to staff two commissions and five committees in addition to ad hoc committees.

Trends

The City's responsibility for providing management and stewardship services is increasing as the City acquires or otherwise preserves land and as access to the preserve is provided.

Program Broad Goals

Acquire land within the voter approved 36,000-acre boundary for inclusion in the McDowell Sonoran Preserve Land Management.

Serve as a good steward for the land the City owns in the Preserve while providing for appropriate public access and use.

Scottsdale Historic Register - Add historically significant properties and districts to the Scottsdale Historic Register.

Program 2004/05 Objectives

Manage condemnation process for remaining private land within the planned Preserve boundary.

Develop strategy for acquisition of State Trust land within the planned Preserve boundary.

Add three properties/districts to the Scottsdale Historic Register.

Program Provided in Partnership With

Accounting, Budget, Planning, Environmental & Design Services, Current Planning Services, Plan Review & Permit Services, Inspection & Land Survey Services, Citizen & Neighborhood, Community Services

Program Customers

Scottsdale citizens, City Council, McDowell Sonoran Preserve Commission, McDowell Sonoran Land Trust, Center for Urban and Native Wildlife at Scottsdale Community College, Scottsdale Historical Society, Historic Preservation Commission, Chamber of Commerce

City Council's Broad Goal(s)

Preservation

Basic Equipment

Telephone, computer, hand calculator, trail building, maintenance, and sign installation tools, basic hiking equipment, camera

Special Equipment

Pick-up truck, GPS, tools/machines needed for reveg projects - this includes a backhoe, water vehicle and auger, appraisers (contract), attorneys (contract), historic preservation officer (contract), archaeologists (contract), numerous specialized software packages including Front Page, ESRI ArcView 8.0, PageMaker 6.5, Office Suite, adobe Photoshop 4.0, Adobe Illustrator 10.0

Resources by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
General Fund Support	\$518,367	\$513,220	\$533,470	\$497,344
Grants/Trusts	\$180	-	-	-
Total Program Revenues	\$518,547	\$513,220	\$533,470	\$497,344

Expenditures by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
Personal Services	\$301,790	\$317,365	\$317,365	\$323,234
Contractual Services	210,607	188,655	208,905	165,130
Commodities	5,807	7,200	7,200	8,980
Capital Outlays	163	-	-	-
SubTotal	\$518,367	\$513,220	\$533,470	\$497,344
Grant/Trust Expenditures	\$180	-	-	-
Total Program Budget	\$518,547	\$513,220	\$533,470	\$497,344

PRESERVATION

Preservation

Performance Measures

Program/Service Outputs: (goods, services, units produced)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
Acres of land acquired for which the City is responsible for managing and providing stewardship services (City-owned/State Trust land)	10,644/20,043	11,304/19,643	11,754/19,243	14,354/16,843
Cumulative miles of officially maintained trails/cumulative # of access areas available for public use	7/0	10/0	13/1	20/1

Program/Service Outcomes: (based on program objectives)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
Acres of land acquired for inclusion in the McDowell Sonoran Preserve	514	660	450	2,600
Properties/districts added to the Scottsdale Historic Register	0	5	3	3

Program Staffing

1 Full-time	ADMINISTRATIVE SECRETARY	1.00
1 Full-time	COMMUNITY PLANNER	1.00
1 Full-time	PRESERVATION DIRECTOR	1.00
1 Full-time	PRESERVATION MANAGER	1.00
Total Program FTE		4.00

Prior Year Highlights

Prior Year Highlights for City programs are currently being finalized by the staff and will be included in the adopted FY 2004/05 budget.

ENVIRONMENTAL PLANNING SERVICES

Preservation

Program Description

The Environmental Planning Services program assists the organization on compliance with federal, state and county environmental regulations through system management, training and education and provides citizens with general environmental information.

Trends

Within a year the division will have developed full utilization of the Environmental Management System (EMS), which assists staff with environmental compliance and allows management to monitor compliance status real time.

Program Broad Goals

Administer environmental management system for all City operations and programs.

Continually improve environmental awareness, compliance and responsiveness within the organization.

Annually report to stakeholders on Citywide environmental performance.

Program 2004/05 Objectives

Administer/manage/maintain enhanced Citywide EMS by doubling the amount of data in the compliance software and conducting annual internal audits.

EMS Compliance Task Force review and revision of all major environmental compliance policies and procedures.

Respond to all citizen phone calls, e-mails and contacts within 24 hours.

Program Provided in Partnership With

All departments with environmental compliance requirements, City operations that generate hazardous waste, City facilities with Underground Storage Tanks (USTs) and/or Above Ground Tanks (ASTs), Risk Management, City Attorney

Program Customers

City employees, regulatory agencies, Scottsdale citizens, City Council, Environmental Quality Advisory Board members

City Council's Broad Goal(s)

Preservation, Fiscal and Resource Management

Basic Equipment

Personal computers, Cellular Phone, printer, fax machine, Video Conferencing Equipment, Proximas

Special Equipment

IsoSoft intranet environmental compliance software, CPI on-line environmental regulations subscription service, City vehicle (truck), personal protective equipment (PPE), hazardous material and waste labels and placarding, spill control equipment, leak monitoring equipment, digital camera, CDS, *SmartStream*, Crystal Report Writer, PC Anywhere 10.0, CardScan

Resources by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
General Fund Support	\$1,494	\$195,363	\$195,460	\$190,299
Grants/Trust Receipts	\$7,176	\$35,000	\$35,000	-
Total Program Revenues	\$8,670	\$230,363	\$230,460	\$190,299

Expenditures by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
Personal Services	-	\$85,770	\$85,770	\$89,656
Contractual Services	1,494	105,043	105,140	97,843
Commodities	-	4,550	4,550	2,800
SubTotal	\$1,494	\$195,363	\$195,460	\$190,299
Grant/Trust Expenditures	\$7,176	\$35,000	\$35,000	-
Total Program Budget	\$8,670	\$230,363	\$230,460	\$190,299

Performance Measures

Program/Service Outputs: (goods, services, units produced)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
100% increase in daily usage of the EMS ISO software (EcoSystem) by City staff within 3 years	1,249	1,875	2,000	2,500
Increased cost to City to dispose of "found" hazardous waste "Found" hazardous waste is hazardous waste left by unknown person(s) on City facilities. Environmental regulations mandate that the City is legally responsible for proper disposal. (In down economies, unknown person(s) increasingly avoid legal disposal costs).	3,000	5,000	7,500	10,000

Program/Service Outcomes: (based on program objectives)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
100% of environmental mandated annual reports, applications and fees submitted on time, as monitored by the EcoSystem compliance software, to avoid fines and violations.	95%	100%	100%	100%
Achieve Conditionally Exempt Small Quantity Generator status at all 15 major City sites related to hazardous waste generation which equates to lower fees, less regulatory oversight, fewer regulatory requirements, and less staff time spent on compliance mandates.	90%	95%	100%	100%

Program Staffing

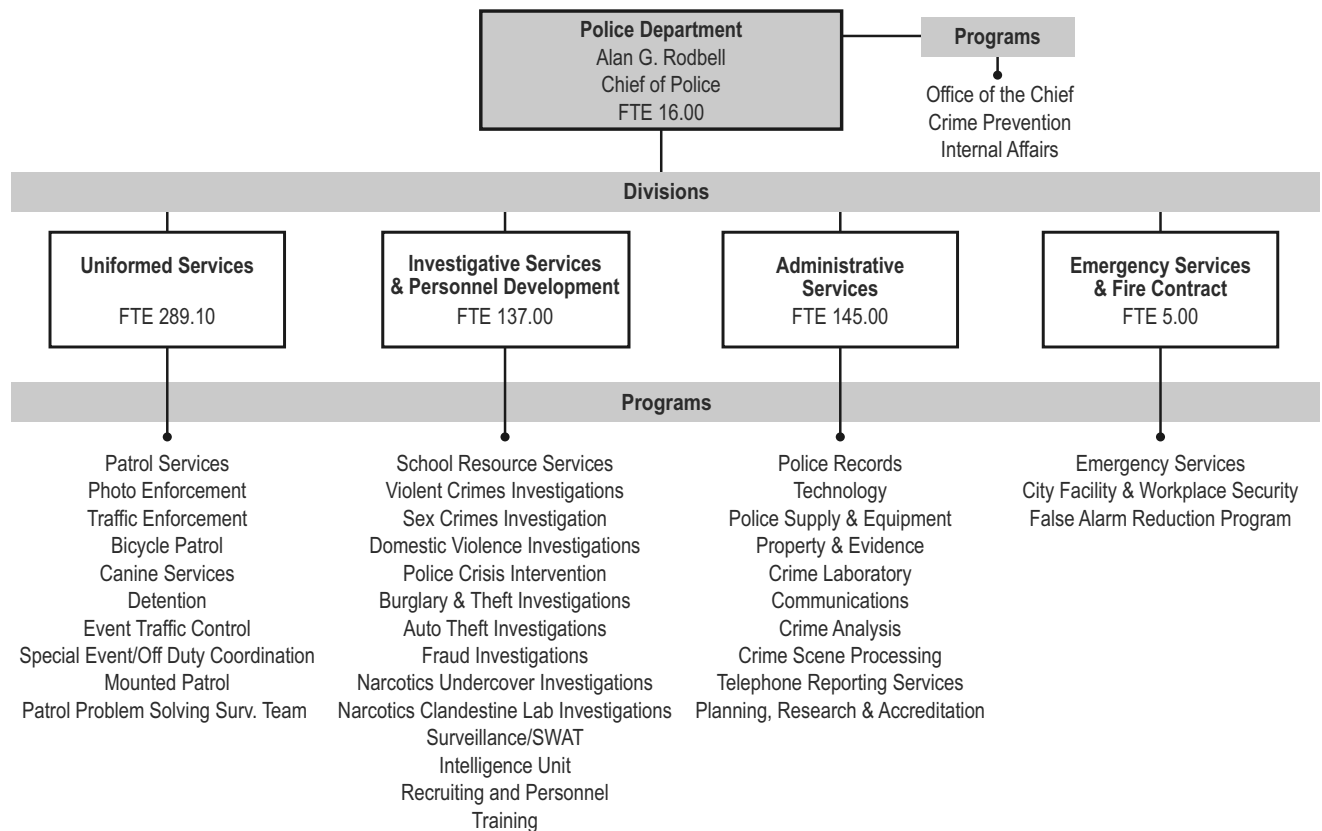
1 Full-time ENVIRON PLANNER	1.00
Total Program FTE	1.00

Prior Year Highlights

Prior Year Highlights for City programs are currently being finalized by the staff and will be included in the adopted FY 2004/05 budget.



Police Department



Mission

The Scottsdale Police Department, in partnership with the citizens of Scottsdale, recognizes the changing needs of our community and law enforcement's role in addressing those needs. Furthermore, we pledge EXCELLENCE, INITIATIVE AND INTEGRITY to enhance the quality of life throughout our City knowing those we serve deserve no less.

Departmental Staffing

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
Full-time Equivalent (FTE)	591.10	590.10	589.10	592.10
% of City's FTE Total				27.6%

Departmental Expenditures by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
Personal Services	\$41,248,669	\$43,767,752	\$43,789,096	\$45,723,531
Contractual Services	9,091,504	9,986,840	10,160,821	10,650,569
Commodities	1,025,415	1,057,430	1,282,482	1,206,514
Capital Outlays	79,542	-	137,950	113,300
Total Program Budget	\$51,445,131	\$54,812,022	\$55,370,349	\$57,693,914
% of City's Total Program Operating Budget				20.5%
Grant/Trust Expend.	\$823,334	\$2,264,743	\$2,264,743	\$3,918,340

Program Description

The Office of the Chief provides the leadership, management, strategic planning and administrative support necessary to ensure the most effective delivery of public safety services to the community. These include special community functions such as the citizen and teen academies, Community Emergency Response Team (CERT) training, citizen and media requests for information, and the reporting of newsworthy items of community interest. This office is also responsible for coordination and administration of fiscal control and accountability functions.

Trends

Retaining the open lines of communication with the community remains vital to our public safety mission. Thus, this outreach effort is established as one of the key objectives of the Office of the Chief of Police.

Program Broad Goals

Ensure the progress of our strategic plan initiatives is reviewed on a regular basis and outcomes are communicated to City leadership and the organization.

Continue the oversight of the Citywide Emergency Safety and Preparedness (ESAP) Team efforts to ensure both the City and community are prepared, ready to respond effectively, and can recover efficiently given any man-made or natural disaster.

Continue community outreach efforts through the Citizen Academy, the Citizen Academy Alumni Association, the Teen Academy, the Community Emergency Response Team (CERT) training, the "Behind the Badge" video series, and through the Public Information Officer's response to requests for information. Explore opportunities to create positive community partnerships and enhance quality communication with our citizens.

Program 2004/05 Objectives

Provide effective and efficient police services to the community in a timely manner.

Ensure the City is prepared to handle emergencies, can respond effectively to them, and has plans in place to facilitate the efficient recovery from these serious events. This includes the completion and testing of department focused emergency plans, Emergency Operation Center drills, evacuation drills, and the development of the Citywide emergency recovery plan.

Complete the Deployment Study and review the findings for future budget implications of those suggestions in the best interests of public safety service delivery.

Program Provided in Partnership With

Scottsdale citizens, City Manager, City Council, other City department general managers, media

Program Customers

Scottsdale citizens, City Manager, City Council, other City department general managers, media

City Council's Broad Goal(s)

Neighborhoods

Basic Equipment

Basic officer equipment, computers

Special Equipment

Vehicles for sworn police officers - basic police equipment (uniform, weapons, gun belt, portable radio, bullet proof vest, ballistic helmet, baton, gas masks and filters, and vehicles equipped with emergency lights, sirens, radio, and other emergency equipment (flares, crime scene tape, Emergency Operation Center case, etc.) as appropriate

Resources by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
General Fund Support	\$1,754,039	\$1,416,751	\$1,416,751	\$1,504,537
Special Revenue Fund Fees/Charges/Donations	\$3,164	\$10,000	\$10,000	\$10,000
Total Program Revenues	\$1,757,203	\$1,426,751	\$1,426,751	\$1,514,537

Expenditures by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
Personal Services	\$1,673,607	\$1,353,167	\$1,353,167	\$1,416,187
Contractual Services	54,013	54,284	54,284	75,550
Commodities	29,584	19,300	19,300	22,800
Total Program Budget	\$1,757,203	\$1,426,751	\$1,426,751	\$1,514,537

Performance Measures

Program/Service Outputs: (goods, services, units produced)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
# of Citizen Academy (12 weeks) and Teen Academy Programs (1 week) conducted	3	3	3	3
# of "Behind the Badge" video presentations prepared for broadcast on City Cable 11	8	8	8	8

Program/Service Outcomes: (based on program objectives)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
Achieve an 85% or above in the combined "Excellent" and "Good" range of the new citizen satisfaction rating instrument	n/a	n/a	83%	85%
Ensure Scottsdale Uniform Crime Report, Part 1 crimes per thousand, are below benchmark cities and valley agencies	Benchmark Cities - 47.1; Valley Agencies - 72.0; Scottsdale 44.3	Benchmark Cities - 48.1; Valley Agencies - 80.1; Scottsdale 44.8	Benchmark Cities - 53.7 Valley Agencies - 78.1; Scottsdale 47.3	Benchmark Cities - 53.7; Valley Agencies - 78.1; Scottsdale 47.3

Program Staffing

1 Full-time	POLICE CHIEF	1.00
1 Full-time	COMNTY AFFAIRS SPECIALIST	1.00
2 Full-time	DEPUTY POLICE CHIEF	2.00
1 Full-time	POLICE COMMANDER	1.00
1 Full-time	EXECUTIVE SECRETARY	1.00
1 Full-time	POLICE ADMIN SERVICES DIRECTOR	1.00
1 Full-time	POLICE ANALYST II	1.00
1 Full-time	POLICE BUDGET MANAGER	1.00
1 Full-time	POLICE OFFICER	1.00
1 Full-time	POLICE SERGEANT	1.00
Total Program FTE		11.00

Prior Year Highlights

Prior Year Highlights for City programs are currently being finalized by the staff and will be included in the adopted FY 2004/05 budget.

CRIME PREVENTION

Program Description

The Crime Prevention program provides safety programs for all citizens. Programs are aimed at enhancing workplace, home, and personal safety.

Trends

Partnered with the Citizens' and Neighborhood Resources Department to reduce the amount of citizen request "turndowns" from 44% to 15%. The Neighborhood Watch Program continues to be one of the more popular safety programs by the citizens of Scottsdale. The Crime Free Multi-Housing Program continues to grow in Scottsdale. The program is in three phases. The first phase is educating apartment owners and managers in Landlord Tenant Law. The second phase is the on-sight inspection of the property. The third phase is the meeting with the residents. There is continual follow-up of the program, ensuring management is adhering to the program.

Program Broad Goals

Conduct a variety of key crime prevention programs to the public and evaluate their effectiveness. Program examples include the Neighborhood Watch Program and the Crime Free Multi-Housing Program. Crime Free Multi-Housing program includes educating apartment owners and managers in Landlord Tenant Law, on-sight property inspection, meetings with residents, and continual follow up with property management for program adherence.

Educate citizen leaders in Scottsdale to assist the Crime Prevention Unit with efforts in reducing crime in Scottsdale.

Program 2004/05 Objectives

Conduct four self awareness presentations per year, thirty child safety presentations per year and continued emphasis on maintaining neighborhood watch programs throughout Scottsdale.

Conduct four burglary prevention presentations per year.

Establish new neighborhood watch programs and continue to add new properties to the crime free multi-housing program.

Program Provided in Partnership With

Block Watch Advisory Board, Citizen and Neighborhood Resource Department, City staff, Scottsdale School District, metro Crime Prevention Units, Scottsdale citizens

Program Customers

Scottsdale citizens, businesses, schools

City Council's Broad Goal(s)

Neighborhoods

Basic Equipment

Personal computers, basic police officer equipment, cell phone, pager

Special Equipment

Vehicles, brochures and pamphlets specific to a given crime prevention program

Resources by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
General Fund Support	\$157,257	\$183,980	\$183,980	\$175,942
Total Program Revenues	\$157,257	\$183,980	\$183,980	\$175,942

Expenditures by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
Personal Services	\$149,279	\$153,496	\$153,496	\$155,642
Contractual Services	3,515	20,484	20,484	16,620
Commodities	4,464	10,000	10,000	3,680
Total Program Budget	\$157,257	\$183,980	\$183,980	\$175,942

CRIME PREVENTION

Police Department

Performance Measures

Program/Service Outputs: (goods, services, units produced)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
# of new neighborhood watch programs established & total neighborhood watch programs	11 new / 290 total	20 new / 310 total	20 new / 330 total	20 new / 350 total
# of new properties added to the Crime Free Multi-Housing program	11 new properties added to the program	9 new properties added to the program	7 new properties added to the program	5 new properties added to the program

Program/Service Outcomes: (based on program objectives)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
Achieve 93% or higher rating by the citizen rating current crime prevention programs	94%	93%	93%	93%
Provide 400 or more crime prevention presentations to the community	347 presentations	400 presentations	400 presentations	400 presentations

Program Staffing

2 Full-time POLICE OFFICER	2.00
Total Program FTE	2.00

Prior Year Highlights

Prior Year Highlights for City programs are currently being finalized by the staff and will be included in the adopted FY 2004/05 budget.

INTERNAL AFFAIRS

Police Department

Program Description

The Internal Affairs program provides fair, impartial and objective investigations of internal and external complaints regarding the conduct of police department employees in an effort to maintain a positive relationship with the community.

Trends

Significant increase in the complexity and length of time needed to complete 15% to 20% of the internally and externally generated investigations. There has been a reduction in the actual number of internally generated investigations.

Program Broad Goals

Maintain a positive relationship with the community by investigating all complaints and concerns brought forward to the police department by the community.

Identify patterns or Trends of inappropriate employee conduct that could signal employees displaying symptoms of job stress, performance problems, training needs, or the need for policy modification.

Conduct fair, impartial, timely investigations, and foster fair and equal discipline.

Program 2004/05 Objectives

Develop an improved tracking system for documenting commendations and complaints received from citizens about department employees.

Maintain better contact with field supervisors conducting investigations to ensure appropriate timelines are met.

Establish a committee to review the successes and failures of the system to determine what modifications are needed.

Program Provided in Partnership With

Scottsdale citizens, City staff, Human Resource Systems, Risk Management, City Attorney's Office

Program Customers

Scottsdale citizens, employees, Human Resources, Risk Management, City Attorney's Office

City Council's Broad Goal(s)

Neighborhoods

Basic Equipment

Personal computers, basic police officer equipment

Special Equipment

Vehicles, cellular phones, pagers, transcribers

Resources by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
General Fund Support	-	\$309,312	\$309,312	\$349,457
Total Program Revenues	-	\$309,312	\$309,312	\$349,457

Expenditures by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
Personal Services	-	\$291,598	\$291,598	\$322,995
Contractual Services	-	16,614	16,614	25,362
Commodities	-	1,100	1,100	1,100
Total Program Budget	-	\$309,312	\$309,312	\$349,457

Performance Measures

Program/Service Outputs: (goods, services, units produced)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
# of internally initiated investigations completed	101	91	95	95
# of externally initiated investigations completed	16	10	12	12

Program/Service Outcomes: (based on program objectives)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
Achieve a 90% or better completion of internal investigations within specified time limit	90%	82%	85%	90%
Reduce the # of vehicle pursuits that are out of policy to zero (0)	5	2	2	0

Program Staffing

1 Full-time	POLICE LIEUTENANT	1.00
2 Full-time	POLICE SERGEANT	2.00
Total Program FTE		3.00

Prior Year Highlights

Prior Year Highlights for City programs are currently being finalized by the staff and will be included in the adopted FY 2004/05 budget.

PATROL SERVICES

Program Description

The Patrol Services program provides general law enforcement first responder responsibilities, completes initial criminal and traffic investigations, performs traffic control and enforcement duties, implements community policing strategies and utilizes other department resources to solve community or crime related problems.

Trends

Increased demand for patrol resources has been due to the growth and increased development of the northern portion of the City.

Program Broad Goals

Prevent crime and disorder by taking appropriate and proactive measures designed to reduce criminal activity and by maintaining the quality and effectiveness of policing services.

Enhance traffic safety through enforcement and education.

Develop safer neighborhoods through community partnerships and participation (citizen and teen academy, citizen ride-along program, neighborhood watch, home owner meetings etc.)

Program 2004/05 Objectives

Respond promptly to calls for service and reduce response times to emergency calls for service.

Utilize collision data to target high accident locations for patrol officer enforcement.

Proactively target repeat offenders, and identify problem areas and crime patterns in the community.

Program Provided in Partnership With

Fleet, Risk Management, Transportation, Neighborhood Services, Fire Department, Parks and Recreation, Judicial System, Social Services, Human Resources

Program Customers

City residents, the tourist industry, citizens who work in the City, business owners

City Council's Broad Goal(s)

Neighborhoods

Basic Equipment

Laptop/desk top computers, uniforms, basic officer equipment

Special Equipment

Patrol vehicles, lethal and less lethal equipment, radars, portable breath testers, cameras, night vision, mobile field force equipment, personal protection equipment

Resources by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
General Fund Support	\$19,422,430	\$18,819,902	\$18,820,987	\$19,379,874
Grants/Trust Receipts	\$164,531	-	-	-
Total Program Revenues	\$19,586,961	\$18,819,902	\$18,820,987	\$19,379,874

Expenditures by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
Personal Services	\$16,015,695	\$16,191,678	\$16,191,678	\$16,799,750
Contractual Services	3,369,239	2,607,024	2,607,024	2,552,774
Commodities	37,496	21,200	22,285	27,350
SubTotal	\$19,422,430	\$18,819,902	\$18,820,987	\$19,379,874
Grant/Trust Expenditures	\$164,531	-	-	-
Total Program Budget	\$19,586,961	\$18,819,902	\$18,820,987	\$19,379,874

PATROL SERVICES

Police Department

Performance Measures

Program/Service Outputs: (goods, services, units produced)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
# of citizen generated calls for service Citywide processed (data from the computer aided dispatch system)	134,590	129,345	130,000	131,000
# of emergency calls for service performed (excludes medical, training, test, traffic and pursuit calls)	815	796	800	810

Program/Service Outcomes: (based on program objectives)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
Achieve the standard of 6 minutes or less for response to emergency calls for service	6.41	6.30	6.00	6.00

Program Staffing

28 Full-time	POLICE AIDE	28.00
3 Full-time	POLICE COMMANDER	3.00
10 Full-time	POLICE LIEUTENANT	10.00
145 Full-time	POLICE OFFICER	145.00
21 Full-time	POLICE SERGEANT	21.00
1 Full-time	SECRETARY	1.00
Total Program FTE		208.0

Prior Year Highlights

Prior Year Highlights for City programs are currently being finalized by the staff and will be included in the adopted FY 2004/05 budget.

PHOTO ENFORCEMENT

Police Department

Program Description

The Photo Enforcement (Focus On Safety) program enhances traffic safety through the use of digital photo enforcement technology. The program utilizes four mobile photo speed vans and six fixed intersection detection systems to monitor and enforce red light and speed violations in an effort to reduce collision-related deaths, injuries and property damage.

Trends

Implementation of the digital photo enforcement program has resulted in an increase in the number of citations issued related to high collision, school zones and citizen complaint areas. Increased education, awareness and enforcement will also result in a reduction in the ratio of collisions to population and miles driven.

Program Broad Goals

Contribute to the overall reduction in the number of traffic collisions and related deaths, injuries and property damage through the use of speed and red light enforcement technology.

Increase public awareness related to traffic safety through public education and awareness programs.

Monitor public opinion and support of the Focus On Safety program.

Program 2004/05 Objectives

Maintain the current four mobile photo enforcement vans and six red light/speed intersection detection systems.

Achieve community support for the photo enforcement program and traffic safety in general through presentations to community groups and schools. Continue with on-going Spring and Fall seasonal radio advertising campaigns.

Obtain an overall acceptance rating of 81% by conducting annual public opinion polls.

Program Provided in Partnership With

Redflex Traffic Systems, Inc., Transportation Department, CAPA, Court, Prosecutor, Scottsdale Health Care Hospital

Program Customers

Scottsdale citizens, business owners, visitors, extended Valley-wide community

City Council's Broad Goal(s)

Transportation

Basic Equipment

One personal computer with color printer, one digital camera

Special Equipment

Photo enforcement equipment through contract with private vendor (vendor owned)

Resources by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
General Fund Program Fee/Charges	\$748,018	\$1,079,896	\$937,946	\$1,117,908
General Fund Support	-	\$703,988	\$845,938	\$546,521
Total Program Revenues	\$748,018	\$1,783,884	\$1,783,884	\$1,664,429

Expenditures by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
Personal Services	\$10	\$64,804	\$64,804	\$68,313
Contractual Services	747,457	1,719,080	1,719,080	1,595,516
Commodities	551	-	-	600
Total Program Budget	\$748,018	\$1,783,884	\$1,783,884	\$1,664,429

PHOTO ENFORCEMENT

Police Department

Performance Measures

Program/Service Outputs: (goods, services, units produced)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
# of photo enforcement citations issued	18,792	18,844	30,000	40,000

Program/Service Outcomes: (based on program objectives)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
Achieve an 81% or higher approval rate for photo enforcement in the annual citizen survey	77%	77%	77%	81%

Program Staffin

1 Full-time	POLICE CONTRACT ADMINISTRATOR	1.00
Total Program FTE		1.00

Prior Year Highlights

Prior Year Highlights for City programs are currently being finalized by the staff and will be included in the adopted FY 2004/05 budget.

TRAFFIC ENFORCEMENT

Program Description

The Traffic Enforcement program is responsible for selective traffic enforcement throughout the City to enhance roadway safety. This includes enforcement related to high collision locations, citizen traffic complaints, school zones, and driving under the influence/aggressive driver laws. This program also is responsible for investigating collisions involving serious injuries, hit and runs, and fatalities. Enforcement of commercial vehicle laws and parking ordinances in the downtown area are also included in this program.

Trends

Collisions Citywide are expected to decrease in FY 2003/04 from the prior year and are expected to remain about level in FY 2004/05, despite a continued increase in population and vehicle miles traveled. This positive trend can be attributed in part to the intensive enforcement efforts of the traffic enforcement program combined with the increased use of photo enforcement technology. Traffic volumes on City surface streets are expected to rise back to pre-freeway levels over the next several years. Continued growth and development in the northern part of the City will place a greater demand on traffic enforcement resources to address citizen neighborhood traffic concerns.

Program Broad Goals

Reduce the number of traffic collisions and related injuries through selective traffic enforcement.

Increase public awareness related to traffic safety through public education and awareness programs.

Address citizen concerns related to neighborhood traffic safety.

Resources by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
General Fund Support	\$2,026,892	\$2,198,495	\$2,198,495	\$2,348,834
Grants/Trust Receipts	\$146,667	\$60,000	\$82,240	\$214,270
Total Program Revenues	\$2,173,559	\$2,258,495	\$2,280,735	\$2,563,104

Expenditures by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
Personal Services	\$1,934,250	\$1,849,615	\$1,849,615	\$1,927,724
Contractual Services	56,655	329,280	329,280	398,960
Commodities	34,843	19,600	19,600	22,150
Capital Outlays	1,144	-	-	-
SubTotal	\$2,026,892	\$2,198,495	\$2,198,495	\$2,348,834
Grant/Trust Expenditures	\$146,667	\$60,000	\$82,240	\$214,270
Total Program Budget	\$2,173,559	\$2,258,495	\$2,280,735	\$2,563,104

Program 2004/05 Objectives

Respond to citizen traffic concerns by evaluating complaints and providing selective enforcement if applicable.

Contribute to an overall reduction in the number of traffic collisions Citywide.

Participate in a statewide occupant protection enforcement program that includes public education related to seat belt and child safety seat use. Also conduct child safety seat inspection/installation & education programs.

Program Provided in Partnership With

Transportation Department, Risk Management, Citizen & Neighborhood Resources, Court, City Prosecutor

Program Customers

Scottsdale citizens and the extended community

City Council's Broad Goal(s)

Transportation

Basic Equipment

Standard police issued equipment for each employee and personal computers and laptops

Special Equipment

Police motorcycles, Accident Investigation trucks, unmarked traffic vehicles, trailer for driving under the influence (DUI) enforcement equipment. Specialty equipment for motor officer (boots, breeches, helmets) and specialty accident reconstruction equipment

TRAFFIC ENFORCEMENT

Police Department

Performance Measures

Program/Service Outputs: (goods, services, units produced)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
# of vehicle collision incidents processed (includes non-injury, injury, and fatal) City	4,726 total 1,646 injury 19 fatal	4,603 total 1,592 injury 22 fatal	4,500 total 1,500 injury 17 fatal	4,600 total 1,600 injury 19 fatal
# of enforcement hours for citizen complaints and high collision locations	1,251	1,529	1,700	1,700

Program/Service Outcomes: (based on program objectives)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
Provide initial contact to 100% of citizen traffic concerns within 30 days	43%	60%	100%	100%

Program Staffing

1 Full-time	PARKING CTRL CHECKER	1.00
1 Full-time	POLICE AIDE	1.00
1 Full-time	POLICE COMMANDER	1.00
1 Full-time	POLICE LIEUTENANT	1.00
14 Full-time	POLICE OFFICER	14.00
3 Full-time	POLICE SERGEANT	3.00
Total Program FTE		21.00

Prior Year Highlights

Prior Year Highlights for City programs are currently being finalized by the staff and will be included in the adopted FY 2004/05 budget.

Program Description

The Bicycle Patrol's primary mission is to provide both proactive and reactive police service in the City's Old Town "Entertainment Area" which contains a high concentration of nightclubs and bars. The Bicycle Unit officers actively participate in the inspection of liquor establishments and submit recommendations to City staff regarding new liquor permits and premises extension requests. The Bike Unit also has primary responsibility for law enforcement in our park system and provides bicycle safety instruction to many of the City's children throughout the year.

Trends

The Bicycle Unit is proactive by design. The time an officer is deemed to be "committed" is directly correlated to reactive work load (e.g., projects or assigned tasks) as well as work load generated by proactive patrol. This Unit has taken on additional responsibilities such as liquor inspections and permit requests as well as absorbing the primary policing responsibilities for the Park System following the dissolution of the Park Police Unit due to budgetary constraints.

Program Broad Goals

Create and maintain a safe environment in the "Old Town" entertainment district with less criminal activity (e.g., assaults, criminal damage, liquor violations, drug usage, littering, etc).

Create and maintain a safe environment in the City's park system to allow the citizens to use the parks more frequently without the concern of criminal activity.

Assist City staff by providing recommendations on issues impacting the downtown business community and ensuring establishments serving alcohol have the necessary documentation required by the City and state laws.

Program 2004/05 Objectives

Enforce state laws and municipal ordinances in the "Old Town" entertainment district.

Enforce state laws and municipal ordinances in the City's park systems.

Conduct liquor permit inspections pertaining to establishments in the entertainment district and respond to City staff inquiries about the downtown business community.

Program Provided in Partnership With

Scottsdale Police Intelligence Unit, Code Enforcement, Licensing, Downtown Liaison, State Liquor Control, Prosecutor's Office, Parks and

Recreation, business owners, Scottsdale citizens

Program Customers

Scottsdale citizens and the extended community

City Council's Broad Goal(s)

Neighborhoods

Basic Equipment

Standard police issued equipment, personal computers

Special Equipment

Bicycles, tools needed for maintenance and repair, transport van, uniforms specific to assignment

Resources by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
General Fund Support	\$1,351,322	\$834,325	\$836,187	\$910,536
Total Program Revenues	\$1,351,322	\$834,325	\$836,187	\$910,536

Expenditures by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
Personal Services	\$1,326,906	\$802,287	\$802,287	\$834,674
Contractual Services	475	20,438	20,438	62,762
Commodities	23,942	11,600	13,462	13,100
Total Program Budget	\$1,351,322	\$834,325	\$836,187	\$910,536

BICYCLE PATROL

Police Department

Performance Measures

Program/Service Outputs: (goods, services, units produced)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
% of time spent patrolling the entertainment district	37%	29%	30%	30%
# of hours spent patrolling the park system	n/a	1,211	220	220

Program/Service Outcomes: (based on program objectives)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
Dedicate 30% or more of available on-duty time patrolling entertainment district	37%	29%	30%	30%
Dedicate 10% or more of one officer's available on-duty time patrolling City parks	n/a	11%	10%	10%

Program Staffing

9 Full-time	POLICE OFFICER	9.00
1 Full-time	POLICE SERGEANT	1.00
Total Program FTE		10.00

Prior Year Highlights

Prior Year Highlights for City programs are currently being finalized by the staff and will be included in the adopted FY 2004/05 budget.

PATROL PROBLEM SOLVING SURVEILLANCE TEAM

Police Department

Program Description

The Patrol Problem Solving Surveillance Team program is primarily responsible for community policing problem solving as it relates to crime Trends effecting workload and calls for service in Patrol. This program uses a variety of enforcement techniques to target high crime areas, frequent offenders, or activities that heavily impact the community.

Trends

A 55% increase in requests for assistance by both Patrol and Investigative programs has occurred over the last fiscal year. This trend will continue and may be further impacted by the growth in the northern portions of the City. The number of identified beat/ neighborhood problems addressed has increased by 10% since FY 2002/03.

Program Broad Goals

Address beat and crime problems identified through patrol, investigations, or citizens.

Provide surveillance and other specialized assistance to patrol and investigation personnel.

Provide immediate tactical assistance and training to patrol officers.

Program 2004/05 Objectives

Assist and enhance the resources available to patrol and investigations by providing time and/or expertise on working towards solving beat and crime problems.

Contribute resources to surveillance and other specialized operations when staffing and/or expertise levels are exceeded in patrol and investigations to increase the probability of an arrest and resolution to on-going criminal problems.

Assist patrol and investigation personnel on high-risk arrests and provide training in safe and effective tactical response techniques to lessen the possibility of injury and increase the probability of a successful arrest.

Program Provided in Partnership With

Scottsdale citizens including Block Watch Groups and business owners, Code Enforcement, Prosecutor's Office, County Probation, Investigative Services Bureau, Risk Management

Program Customers

Scottsdale citizens and the extended community

City Council's Broad Goal(s)

Neighborhoods

Basic Equipment

Standard police issued equipment, personal computers

Special Equipment

Unmarked vehicles equipped with emergency lights, personal computers, specialized weaponry and tactical gear (e.g., rifles, ballistic shields, tactical vests, etc.), uniforms specific to the assignment, surveillance equipment such as binoculars and night vision

Resources by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
General Fund Support	-	\$584,256	\$584,256	\$590,105
Total Program Revenues	-	\$584,256	\$584,256	\$590,105

Expenditures by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
Personal Services	-	\$524,368	\$524,368	\$521,473
Contractual Services	-	55,388	55,388	63,632
Commodities	-	4,500	4,500	5,000
Total Program Budget	-	\$584,256	\$584,256	\$590,105

PATROL PROBLEM SOLVING SURVEILLANCE TEAM

Police Department

Performance Measures

Program/Service Outputs: (goods, services, units produced)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
# of beat/community problems addressed	54	54	72	72
# of requests for assistance completed	99	122	144	150

Program/Service Outcomes: (based on program objectives)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
Spend 30% or greater of duty time addressing beat/community problems	29%	26%	30%	30%
Accept and complete 65% or more of requests for assistance	83%	83%	62%	62%

Program Staffing

5 Full-time	POLICE OFFICER	5.00
1 Full-time	POLICE SERGEANT	1.00
Total Program FTE		6.00

Prior Year Highlights

Prior Year Highlights for City programs are currently being finalized by the staff and will be included in the adopted FY 2004/05 budget.

CANINE SERVICES

Police Department

Program Description

The Canine Services program supports both the Patrol and Investigative Services Bureaus. Police canines are used to detect the presence of illegal narcotics, bombs, assist in tracking dangerous suspects, and to assist in the apprehension of suspects.

Trends

Following 9/11/01, calls for service requiring the use of our explosive detection canine have increased by 45%. Though this trend has slowed, it is anticipated that the need for this service will remain higher post 9/11 and has the potential to drastically increase should a terrorist attack involving explosives occur within the U.S.

During FY 2003/04, the Canine Unit has been operating with 3 out of 5 canine handler teams due to injuries thereby resulting in a decrease in available service.

Program Broad Goals

Assist patrol officers in handling calls for service involving potentially violent subjects or situations.

Provide canine assistance in illegal drug detection.

Provide canine assistance in explosive detection.

Program 2004/05 Objectives

Respond to calls for service to effectively handle and secure violent subjects or situations and reduce the potential for injury to officers.

Increase the number of drug seizures made through the use of the specially trained canines.

Increase operational effectiveness and safety levels when searching and detecting for explosive devices by using the specially trained canines.

Program Provided in Partnership With

Investigative Services Bureau, City Prosecutor, Risk Management

Program Customers

Scottsdale citizens and the extended community

City Council's Broad Goal(s)

Neighborhoods

Basic Equipment

Standard police issued equipment, personal computers

Special Equipment

Special unit vehicles designed to transport police canines, personal computers, canine training aids and equipment, uniforms specific to the assignment

Resources by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
General Fund Support	\$486,843	\$553,690	\$670,351	\$645,991
Total Program Revenues	\$486,843	\$553,690	\$670,351	\$645,991

Expenditures by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
Personal Services	\$463,894	\$445,439	\$466,783	\$535,134
Contractual Services	15,462	102,551	116,865	104,157
Commodities	7,487	5,700	39,953	6,700
Capital	-	-	46,750	-
Total Program Budget	\$486,843	\$553,690	\$670,351	\$645,991

CANINE SERVICES

Police Department

Performance Measures

Program/Service Outputs: (goods, services, units produced)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
# of patrol assistance related calls processed	1,756	1,247	1,119	2,000
# of drug detection related requests processed	150	130	160	175

Program/Service Outcomes: (based on program objectives)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
Respond to canine requests for service	4,155	4,140	2,676	4,000
Respond to 175 or more canine requests for drug detection	150	130	160	175

Program Staffing

5 Full-time	POLICE OFFICER	5.00
1 Full-time	POLICE SERGEANT	1.00
Total Program FTE		6.00

Prior Year Highlights

Prior Year Highlights for City programs are currently being finalized by the staff and will be included in the adopted FY 2004/05 budget.

MOUNTED PATROL

Program Description

The Mounted Patrol program is responsible for controlling large crowds and providing highly visible police presence in the downtown entertainment district and other City special events. Additionally, they provide assistance to tourists in Old Town area and throughout the City.

Trends

The Mounted Unit continues to spend the majority of their time riding in the entertainment district and the majority of their calls for service come from the entertainment district. As the number of nightclubs continues to increase and the vitality of the entertainment district thrives, the necessity for the Mounted Unit to spend time in the entertainment district will also continue to increase.

Program Broad Goals

Utilize the unique skills and resources of the Mounted Unit to assist patrol officers with crowd control.

Provide high profile police presence and increased ability to move through large crowds at numerous City sponsored events.

Provide a highly visible police presence throughout the City.

Program 2004/05 Objectives

Use a significant percent of the Mounted Unit's time to be actively involved in on-duty riding time.

Reduce injuries to police personnel and reduce the escalation of large crowd situations through the use of the specially trained rider and equine to disperse crowds and subdue violent subjects.

Reduce potential criminal activity at special events through deterrence and increase the probability of a successful arrest through the use of highly mobile rider and equine teams.

Program Provided in Partnership With

Downtown merchants, Scottsdale citizens, Risk Management, Purchasing, WestWorld staff, Downtown Liaison, neighboring police departments and governments

Program Customers

Scottsdale citizens and the extended community

City Council's Broad Goal(s)

Neighborhoods

Basic Equipment

Standard police issued equipment, personal computers

Special Equipment

Vehicles equipped to transport police horses, personal computers, equestrian training aids and associated equipment, uniforms specific to the assignment

Resources by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
Special Revenue Fund Fees/Charges/Donations	\$11,380	\$12,500	\$12,500	\$12,500
General Fund Support	\$457,440	\$470,421	\$470,421	\$471,545
Total Program Revenues	\$468,820	\$482,921	\$482,921	\$484,045

Expenditures by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
Personal Services	\$428,696	\$411,641	\$411,641	\$419,989
Contractual Services	6,284	41,680	41,680	34,456
Commodities	-	29,600	29,600	29,600
Capital Outlays	22,460	-	-	-
Total Program Budget	\$468,820	\$482,921	\$482,921	\$484,045

MOUNTED PATROL

Police Department

Performance Measures

Program/Service Outputs: (goods, services, units produced)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
# of special events patrolled	50	63	45	50
# of patrol assists completed by Mounted Unit	799	913	700	700

Program/Service Outcomes: (based on program objectives)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
Devote 46% or more time to on-duty riding	38%	42%	46%	46%
Respond to 700 or more patrol assists	799	913	700	700

Program Staffing

3 Full-time	POLICE OFFICER	3.00
1 Full-time	POLICE SERGEANT	1.00
3 Part-time	WRANGLER	2.10
Total Program FTE		6.10

Prior Year Highlights

Prior Year Highlights for City programs are currently being finalized by the staff and will be included in the adopted FY 2004/05 budget.

DETENTION

Program Description

The Detention Program provides short-term holding for persons arrested by Scottsdale Police officers and other criminal justice agencies; prisoner transportation between our jails, County jails and City Court; provides 24 and 48-hour holding for sentenced prisoners; and fingerprinting services for City Court and the public.

Trends

We continue experiencing growth in the number of bookings, which drive all workload activities. The number of prisoner transports grows at an even greater pace due to a larger proportion of detainees who cannot be released. We are also experiencing more hearings in which our prisoners housed at the Maricopa County jail have to be brought back to City Court. The contract costs for prisoner housing at the Maricopa County jail continues to rise because of mandatory sentencing. We are expanding our capacity to house some of these prisoners in our City jails and accept prisoners who require medication to control these costs.

Program Broad Goals

Provide quality care, custody and control of detainees in a safe environment.

Provide prisoner transportation between Scottsdale jails, County jails, and City Court.

Provide housing for City Court 24 and 48-hour commitments.

Program 2004/05 Objectives

Respond to increased # of prisoner bookings and ensure proper identification and compliance with judicial proceedings.

Handle increased number of prisoner transports due to the rise in prisoners housed at Maricopa County and the number of hearings required at City Court.

Provide increased housing for the number of commitments and to accept prisoners requiring medication. This will reduce the expense of housing prisoners at Maricopa County Jail.

Program Provided in Partnership With

Police officers, City Court

Program Customers

Police officers, probation officers, parole officers, other police departments, City Court, Maricopa County Sheriff's Office, Scottsdale citizens

City Council's Broad Goal(s)

Neighborhoods

Basic Equipment

Personal computers, freezers, microwave ovens, kitchen ranges

Special Equipment

Two prisoner transport vans, closed circuit television monitoring/recording systems, crime capture systems (computerized mug photo), Arizona Automated Identification System fingerprint capture stations, restraint chairs, prisoner restraints, metal detectors, Intoxilyzer, digital cameras, fingerprint equipment, wheelchairs, portable breath test instruments, language line telephone, telephone equipment for the deaf, portable radios, panic alarm system, record management system

Resources by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
General Fund Support	\$2,394,804	\$2,663,877	\$2,663,877	\$2,726,762
Total Program Revenues	\$2,394,804	\$2,663,877	\$2,663,877	\$2,726,762

Expenditures by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
Personal Services	\$1,545,079	\$1,683,371	\$1,683,371	\$1,726,760
Contractual Services	814,167	943,956	943,956	970,552
Commodities	35,558	36,550	36,550	29,450
Total Program Budget	\$2,394,804	\$2,663,877	\$2,663,877	\$2,726,762

DETENTION

Police Department

Performance Measures

Program/Service Outputs: (goods, services, units produced)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
# of bookings performed	8,149	8,419	8,700	9,200
# of prisoner transports completed	4,533	4,087	5,500	6,000

Program/Service Outcomes: (based on program objectives)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
Achieve 10% or higher increase in offender commitments housed at City jail for 48 hours or less (reduces prisoner housing costs with Maricopa County)	-8%	52%	10%	10%

Program Staffing

1 Full-time	FINGERPRINT TECH	1.00
1 Full-time	POLICE DETENTION MANAGER	1.00
23 Full-time	POLICE DETENTION OFFICER	23.00
4 Full-time	POLICE DETENTION SUPERVISOR	4.00
Total Program FTE		29.00

Prior Year Highlights

Prior Year Highlights for City programs are currently being finalized by the staff and will be included in the adopted FY 2004/05 budget.

EVENT TRAFFIC CONTROL

Program Description

The Event Traffic Control program was created by City leaders to mitigate traffic problems caused by City sponsored and supported special events (an event must meet established criteria and be approved by the City of Scottsdale Special Event Committee). Money from this account is used to pay for external traffic control by off-duty Scottsdale police officers and for variable message boards. Security and other needs inside the event site are the responsibility of the event organizer. This program is authorized by City Council in Policy Issue Resolution - PIR 012, Adopted February 20, 1990.

Trends

Although the sluggish economy has had a slight impact on Valley events, most special events in Scottsdale have seen an increase in attendance. Scottsdale continues to be a popular venue for large events and is attracting new events. Taking place in January 2004, the Rock 'N' Roll Marathon, which traverses Phoenix, Scottsdale and Tempe, will be the largest first time marathon in the history of the United States with over 24,000 participants. With the Valley population continuing to grow and the popularity of new and current events, Police Department personnel and Traffic Engineering technology must continue to provide efficient ingress and egress at special events and must continue to ensure safe and efficient travel of other traffic surrounding the event.

Program Broad Goals

Minimize any negative impact to local traffic due to a City sponsored/supported/approved special event.

Ensure safe and efficient ingress and egress at City sponsored/supported/approved special events.

Program 2004/05 Objectives

Reduce the # of officer hours required for external traffic control for special events through the use of technology, road improvements and constant traffic assessment.

Identify events that should be covered by this program and include them while remaining within the current budget.

Program Provided in Partnership With

Traffic Enforcement, Traffic Engineering, Risk Management, Tax & License, Mayor and City Council, WestWorld Operations, Community Maintenance & Recreation, Plan Review & Permit Services

Program Customers

Event organizers, City residents, City visitors, Transportation, Police

City Council's Broad Goal(s)

Neighborhoods

Basic Equipment

Personal computer, handheld computer

Special Equipment

Variable message board rental, patrol car

Resources by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
General Fund Support	\$227,049	\$293,949	\$293,949	\$305,960
Total Program Revenues	\$227,049	\$293,949	\$293,949	\$305,960

Expenditures by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
Personal Services	\$206,927	\$260,225	\$260,225	\$273,616
Contractual Services	20,122	33,724	33,724	32,344
Total Program Budget	\$227,049	\$293,949	\$293,949	\$305,960

EVENT TRAFFIC CONTROL

Police Department

Performance Measures

Program/Service Outputs: (goods, services, units produced)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
# of event support requests received and handled	17	20	22	24
# of officer hours expended to support events	5,789	4,330	4,800	5,200

Program/Service Outcomes: (based on program objectives)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
Support signature events as requested. (Events include Arabian Horse Show, Barrett-Jackson, Parada del Sol Parade and Rodeo, Phoenix Open, and Tennis Classic)	4,798 hours	3,530 hours	3,380 hours	3,520 hours

Program Staffing

No specific staff positions or FTE's are assigned to this program.

Prior Year Highlights

Prior Year Highlights for City programs are currently being finalized by the staff and will be included in the adopted FY 2004/05 budget.

SPECIAL EVENT/OFF DUTY COORDINATION

Police Department

Program Description

The Special Event/Off-Duty Coordination program administers the use of off-duty police officers by other City departments and private employers. The use of off-duty officers is strictly regulated and special event plans are reviewed and modified in conjunction with representatives from many other City departments via the Special Events Committee. The program also oversees outside employment for the Police Department, the Police Explorer Volunteer program, and the Police on Property Site (POPS) program.

Trends

Scottsdale will continue to attract premier national events thereby requiring integrated planning by many City departments. The largest first-time marathon is being proposed for Phoenix, Scottsdale and Tempe in January 2004. Continued communication and coordination by City departments is imperative for safe and successful new and current events. Off-duty officers will continue to be needed to supplement on-duty resources.

Program Broad Goals

Work with event planners and City staff to ensure the safety of citizens and attendees at special events within the City.

Provide off-duty police officers to other City departments and private employers to serve the public safety needs of the community beyond the scope of on-duty police services.

Ensure private employers complete the required agreement and meet the insurance requirements before hiring off-duty officers.

Program 2004/05 Objectives

Consult with Risk Management to ensure the insurance waiver fee remains appropriate and at a level in the best interest of the City.

Ensure the off-duty payment rate paid by requestors remains competitive with other police agencies.

Program Provided in Partnership With

Office of the Chief, Patrol Services, Traffic Enforcement, Bicycle Patrol, Canine Services, Mounted Patrol, School Resource Services, Police Supply & Equipment, Communications, Emergency Services, Traffic Engineering, Risk Management, Tax & License, Mayor and City Council, WestWorld Operations, Plan Review & Permit Services, Parks, Rec. & Facilities-Support Services, Traffic Signals, Solid Waste Management Administrative Services, Human Resources

Program Customers

City residents, City businesses, general public, Police, Transportation, Risk Management, Tax & License, Mayor's Office, Planning & Development, WestWorld staff, Community Services, Field Services, Human Resources, State Liquor Control

City Council's Broad Goal(s)

Neighborhoods

Basic Equipment

Personal computer, handheld computer, patrol vehicle

Special Equipment

Interactive Voice Recognition (IVR) Calling System, patrol vehicle

Resources by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
General Fund Support	-	\$152,648	\$152,648	\$161,060
Total Program Revenues	-	\$152,648	\$152,648	\$161,060

Expenditures by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
Personal Services	-	\$139,912	\$139,912	\$142,964
Contractual Services	-	10,836	10,836	16,196
Commodities	-	1,900	1,900	1,900
Total Program Budget	-	\$152,648	\$152,648	\$161,060

SPECIAL EVENT/OFF DUTY COORDINATION

Police Department

Performance Measures

Program/Service Outputs: (goods, services, units produced)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
# of off duty job requests received and completed (Paid by requestors)	134	143	157	176
# of off duty hours worked (Paid by requestors)	19,000	20,000	22,000	24,200

Program/Service Outcomes: (based on program objectives)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
Achieve 100% compliance that job requests meet City requirements and event plans are reviewed	100%	100%	100%	100%

Program Staffing

1 Full-time	POLICE SERGEANT	1.00
1 Full-time	SECRETARY	1.00
Total Program FTE		2.00

Prior Year Highlights

Prior Year Highlights for City programs are currently being finalized by the staff and will be included in the adopted FY 2004/05 budget.

VIOLENT CRIMES INVESTIGATIONS

Police Department

Program Description

The Violent Crimes program is responsible for the investigation of homicides, robberies, assaults, kidnappings, extortions, missing persons and threats.

Trends

The number of "Cold Case" or open Homicide cases has continued to increase since 1978. Personnel have never been allocated to work these cases. Gang-related crimes continue to increase which is exacerbated by the lack of a dedicated unit to work these crimes.

Program Broad Goals

- Conduct thorough and complete investigations in a timely manner.
- Provide more specialization of cold case homicide reviews by using forensic science advancements.
- Provide proactive training to patrol employees in identifying gang related/involved crimes and provide ideas on effectively documenting gang activity.

Program 2004/05 Objectives

- Exceed the Arizona average clearance rate for Homicide, Aggravated Assault, and Robbery. (Arizona average clearance rates: Homicide 51%, Aggravated Assault 46%, Robbery 20%)
- Identify and review cold case homicides.
- Identify and track gang related/involved crimes.

Program Provided in Partnership With

Scottsdale citizens, Uniformed Services Bureau, Crime Lab, Crime scene specialists, Police Crisis Intervention, Sex Crimes Unit, Domestic Violence Unit, Crime Analysis Unit, Surveillance and SWAT, County Attorney's Office, City Attorney's Office

Program Customers

Scottsdale citizens, anyone affected by violent crime

City Council's Broad Goal(s)

Neighborhoods

Basic Equipment

Unmarked police vehicles, personal computers, basic police officer equipment and supplies

Special Equipment

Internal and external electronic monitoring equipment

Resources by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
General Fund Support	\$8,222,523	\$1,388,380	\$1,388,380	\$1,417,226
Total Program Revenues	\$8,222,523	\$1,388,380	\$1,388,380	\$1,417,226

Expenditures by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
Personal Services	\$7,539,254	\$1,142,613	\$1,142,613	\$1,160,080
Contractual Services	662,410	236,117	236,117	247,046
Commodities	20,859	9,650	9,650	10,100
Total Program Budget	\$8,222,523	\$1,388,380	\$1,388,380	\$1,417,226

VIOLENT CRIMES INVESTIGATIONS

Police Department

Performance Measures

Program/Service Outputs: (goods, services, units produced)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
# of cold or open case homicides reviewed	20	22	24	26
# of gang related or involved crimes processed	51	55	60	70

Program/Service Outcomes: (based on program objectives)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
Achieve 80% or higher homicide clearance rate. Achieve 70% or higher aggravated assault clearance rate. (Arizona CY 2002 averages: Homicide - 51%; Aggravated Assault 46%)	Homicide 80% Aggravated Assault 77%	Homicide 80% Aggravated Assault 70%	Homicide 80% Aggravated Assault 70%	Homicide 80% Aggravated Assault 70%
Achieve 40% or higher robbery clearance rate. (Arizona CY 2002 average: 20%)	Robbery 34%	Robbery 40%	Robbery 40%	Robbery 40%

Program Staffing

1 Full-time	POLICE AIDE	1.00
1 Full-time	POLICE COMMANDER	1.00
1 Full-time	POLICE LIEUTENANT	1.00
8 Full-time	POLICE OFFICER	8.00
1 Full-time	POLICE SERGEANT	1.00
1 Full-time	SECRETARY	1.00
Total Program FTE		13.00

Prior Year Highlights

Prior Year Highlights for City programs are currently being finalized by the staff and will be included in the adopted FY 2004/05 budget.

SEX CRIMES INVESTIGATIONS

Police Department

Program Description

The Sex Crimes Unit is responsible for investigating sexual assault, molestations, exploitations, abuse and indecent exposure. The Sex Crimes Unit is also responsible for tracking registered sex offenders by categorizing and placing them into notification levels; and conducting community notifications per Arizona Revised Statute 13-3825C.

Trends

Starting in the year 2003, the DNA of all convicted felons will be entered into CODIS (Combined DNA Identification System). This will increase the number of cases because more suspects will be identified and follow-up investigation will be required. Known registered sex offenders living in Scottsdale continue to increase as the population grows. There is an upward trend involving the use of computers to lure minors and for the use of child pornography. With more individuals having access to computers, the number of computer sex crimes related cases will continue to increase.

Program Broad Goals

Identify and seek training in Child Forensic Interviews, Advanced Sex Crimes Investigations and Cold Case investigations.

Implement two proactive on-line computer crimes detectives to actively investigate child-luring cases.

Provide timely notification of sex offenders (per Arizona Revised Statute 13-3825C) to the public and maintain the tracking and categorization of registered sex offenders.

Program 2004/05 Objectives

Have all of the Sex Crimes/Domestic Violence Detectives complete the 8 hour basic and 40 hour advanced child forensic interview training.

Actively work to identify and apprehend on-line child luring perpetrators. Serve search warrants on these suspects and forensically search their computers for evidence.

Track, categorize, and place each sex offender into a notification level. Upon completion of assessment, conduct community notifications of Sex Offenders living in Scottsdale within 45 days of notification from the Department of Public Safety or the Maricopa County Sheriff's Office.

Program Provided in Partnership With

Citizens, Uniformed Services Bureau, Crime Lab, Crime scene specialists, Police Crisis Intervention, Violent Crimes Unit, Domestic Violence Unit, Crime Analysis Unit, Surveillance & SWAT, Forensic Nurse examiners, Child Help, County Attorney's Office, Attorney General's Office, Superior Court, Justice Court

Program Customers

Scottsdale citizens, anyone affected by violent crime

City Council's Broad Goal(s)

Neighborhoods

Basic Equipment

Unmarked police vehicles, personal computers, basic police officer equipment and supplies, digital cameras, raid vests, tape recorders, general office supplies

Special Equipment

Internal and external electronic monitoring equipment, VCRs, TVs, time-lapse recorders, medical exam equipment, children's therapy equipment, playroom equipment.

Resources by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
General Fund Support	-	\$593,892	\$593,892	\$1,011,666
Special Revenue Fund Fees/Charges/Donations	-	\$10,000	\$10,000	\$5,000
Total Program Revenues	-	\$603,892	\$603,892	\$1,016,666

Expenditures by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
Personal Services	-	\$519,492	\$519,492	\$930,078
Contractual Services	-	74,400	74,400	80,788
Commodities	-	10,000	10,000	5,800
Total Program Budget	-	\$603,892	\$603,892	\$1,016,666

SEX CRIMES INVESTIGATIONS

Police Department

Performance Measures

Program/Service Outputs: (goods, services, units produced)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
# of sex crimes reports processed	375	446	475	525
Maintain # of sex offenders living in Scottsdale	124	132	141	151

Program/Service Outcomes: (based on program objectives)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
Achieve 50% or higher sex crime clearance rate (Arizona CY 2002 average: 25%)	43%	45%	46%	50%

Program Staffing

10 Full-time	POLICE OFFICER	10.00
1 Full-time	POLICE SERGEANT	1.00
Total Program FTE		11.00

Prior Year Highlights

Prior Year Highlights for City programs are currently being finalized by the staff and will be included in the adopted FY 2004/05 budget.

DOMESTIC VIOLENCE INVESTIGATIONS

Police Department

Program Description

The Domestic Violence program is responsible for investigating all domestic violence crimes. There are a total of 19 domestic violence crimes ranging from crimes against children, kidnapping, aggravated assault, violation of order of protections, etc. as defined by Statute.

Trends

There were a total of 1,468 domestic violence crimes reported in FY 2002/03. Aggravated Domestic Violence offenses continue to increase. This is a felony statute that increases a misdemeanor offense to a felony if the suspect has two prior convictions for domestic violence within 60 months. The number of orders of protection continues to increase which adversely affects the aggravated harassment Domestic Violence statute.

Program Broad Goals

Utilize a multi-disciplinary approach to combating domestic violence through increased teamwork at the Scottsdale Family Advocacy Center.

Provide department wide training specific to proper charging of domestic violence crimes, domestic violence protocol, and repeat domestic violence offenders.

Maintain a team approach to combat domestic violence by fully utilizing the Domestic Violence Action Team (DVAT).

Program 2004/05 Objectives

Maintain a high clearance rate for domestic violence crimes by proactively training patrol with regards to first responder's responsibilities to domestic violence calls.

Identify, track and arrest repeat domestic violence offenders, especially offenders who are showing a propensity to escalate with violence. Provide a 5 hour block department wide reference the domestic violence protocol and report writing.

Continue to work with the Domestic Violence Action Team to identify and establish threat assessment criteria for repeat offenders. Continue to work closely with adult probation when repeat offenders violate their parole.

Program Provided in Partnership With

Scottsdale citizens, Uniformed Services Bureau, Crime Lab, Crime scene specialists, Police Crisis Intervention, Violent Crimes Unit, Crime Analysis Unit, Surveillance & SWAT, Forensic Nurse examiners, Child Help, County Attorney's Office, Attorney General's Office, Superior Court

Program Customers

Scottsdale citizens, Police Crisis Intervention, Victim Advocates, Adult Probation, anyone affected by violent crime

City Council's Broad Goal(s)

Neighborhoods

Basic Equipment

Unmarked police vehicles, personal computers, basic police officer equipment supplies, raid vests, tape recorders and search warrant

Special Equipment

Internal and external electronic monitoring/recording, VCR's, monitors, time-lapse recorders, digital cameras, VHS dual tape recorders and CD

Resources by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
General Fund Support	-	\$891,264	\$891,264	\$638,706
Total Program Revenues	-	\$891,264	\$891,264	\$638,706

Expenditures by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
Personal Services	-	\$808,404	\$808,404	\$593,108
Contractual Services	-	82,860	82,860	45,348
Commodities	-	-	-	250
Total Program Budget	-	\$891,264	\$891,264	\$638,706

DOMESTIC VIOLENCE INVESTIGATIONS

Police Department

Performance Measures

Program/Service Outputs: (goods, services, units produced)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
# of domestic violence reports prepared	1,429	1,468	1,600	1,725
# of aggravated domestic arrests performed	18	35	45	50

Program/Service Outcomes: (based on program objectives)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
Achieve or exceed the domestic violence clearance rate of 85% (Arizona State average not captured by Uniformed Crime Report)	82%	84%	85%	86%

Program Staffing

1 Full-time	POLICE AIDE	1.00
4 Full-time	POLICE OFFICER	4.00
1 Full-time	POLICE SERGEANT	1.00
1 Full-time	SECRETARY	1.00
Total Program FTE		7.00

Prior Year Highlights

Prior Year Highlights for City programs are currently being finalized by the staff and will be included in the adopted FY 2004/05 budget.

POLICE CRISIS INTERVENTION

Police Department

Program Description

The Police Crisis Intervention program provides crisis counseling, assessment, stabilization and referral services for a variety of victim-related, accident-related and behavioral health emergencies. Critical Incident Stress Management Services are also offered to all members of the community. In addition, training and educational services related to the appropriate handling of traumatic incidence/situations are made available to the Scottsdale School District, civic groups, and local human service providers as well as police department employees. All police crisis intervention staff are civilian employees of the Scottsdale Police Department.

Trends

The Police Crisis Intervention Unit is preparing to provide for an increase in the number of crime-related victim services. The expected increase is due to changing operational orders and striving to achieve a 100% crisis response to specific crime victim categories. At current staffing levels, the Unit is able to provide intervention services for less than 50% of reported domestic violence related crimes.

Program Broad Goals

Enhance crisis response and broaden the scope of immediate crisis response to the citizens of Scottsdale. Change operations orders, provide in-service training at patrol briefings, continue to respond 24/7 to on-scene crime victimization and behavioral health emergencies.

Enhance the Scottsdale Police Department's community policing efforts via neighborhood intervention and community education, Police Crisis Intervention Service personnel attend community meetings, provide educational presentations, and perform stress debriefings.

Expand supportive and stabilization services for crime related victims. This objective is directed at ensuring intervention services are provided to as many major crime victims as possible.

Resources by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
General Fund Support	-	\$541,347	\$541,347	\$563,341
Total Program Revenues	-	\$541,347	\$541,347	\$563,341

Expenditures by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
Personal Services	-	\$465,620	\$465,620	\$493,998
Contractual Services	-	74,467	74,467	66,073
Commodities	-	1,260	1,260	3,270
Total Program Budget	-	\$541,347	\$541,347	\$563,341

Program 2004/05 Objectives

Create a more seamless crisis response system that will ensure needed intervention services are offered to victims of crime and circumstance. Develop new Crisis Intervention records and tracking system-enabling staff to better manage and track client flow.

Continue to enhance prevention and intervention services to neighborhoods, employees at the workplace, and other community groups that are affected by traumatic incidents. Additional staff will attend basic and advanced training in critical incident stress management (CISM) services to ensure a broader and more comprehensive system of service delivery.

Continue to provide a more consistent crisis response to particular crimes including: crimes against children, domestic violence, elder abuse and sexual assault. Police crisis intervention staff (2-FTE) located at the Scottsdale Family Advocacy Center will maintain a focus on these crimes

Program Provided in Partnership With

Scottsdale police detectives and patrol officers, Scottsdale Victims Service program, Department of Economic Security-Child, Adult Protective Services, other local human service providers

Program Customers

Scottsdale citizens, Police Department employees, under special circumstances the extended community

City Council's Broad Goal(s)

Neighborhoods

Basic Equipment

Unmarked department vehicles, mobile and portable police radios, pagers and personal computers

Special Equipment

Child restraint car seats and victim-related stabilization supplies such as portable chairs, ice coolers, etc.

POLICE CRISIS INTERVENTION

Police Department

Performance Measures

Program/Service Outputs: (goods, services, units produced)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
# of client contacts performed (includes both face to face and telephone)	4,660	5,128	5,897	6,477
# of domestic violence contacts processed by police crisis intervention specialists	684	904	995	1,094

Program/Service Outcomes: (based on program objectives)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
Provide critical incident stress management services (Note: each service represents many hours of preparation and numerous contacts with participants involving high profile cases)	9	12	16	18
Refer clients, who use City services on a repetitive basis, into long-term treatment and problem resolution.	3,367	3,612	3,972	4,362

Program Staffing

5 Full-time	POLICE CRISIS INTERVNT SPEC	5.00
1 Full-time	POLICE CRISIS INTERVNT SUPVR	1.00
Total Program FTE		6.00

Prior Year Highlights

Prior Year Highlights for City programs are currently being finalized by the staff and will be included in the adopted FY 2004/05 budget.

BURGLARY & THEFT INVESTIGATIONS

Police Department

Program Description

The Burglary & Theft Investigations program investigates burglary, trespass, theft, criminal damage, arson and shoplifting cases Citywide. The newly created Repeat Offender Unit which is part of this program, proactively targets for investigation and prosecution offenders who commit these

Trends

This unit investigated a total of 2,568 burglaries and 5,316 thefts in FY 2002/03. The challenge will be to maintain its high clearance rate with increasing caseloads and no additional detective staffing.

Program Broad Goals

Utilize a multi-disciplinary approach to burglary and property crimes through intelligence, crime analysis, investigation and crime prevention, in an effort to increase the burglary and property crimes clearance rates.

Target career criminals who commit burglary and property crimes by utilizing the Maricopa County Attorney Repeat Offender Program and the proactive investigative work of the Repeat Offender Program Unit.

Continue participation in the Maricopa County Attorney Repeat Offender Program. This program targets career offenders for harsher sentences.

Program 2004/05 Objectives

Increase the clearance rate in burglary and theft cases by aggressively and proactively investigating crimes, crime Trends, and repeat offenders.

Enhance intelligence capabilities through increased inter- agency networking and inter-agency operations, participation in Crime Trend Meetings, and utilization of informants in an effort to identify offenders.

Increase the recovery of stolen property by proactively investigating fencing operations.

Program Provided in Partnership With

Auto Crimes Unit, Fraud Unit, Crimes Against Persons Section, Special Investigations Section, Crime Analysis Unit, local, state, Federal Law Enforcement Agencies, Maricopa County attorney Office, Maricopa County Probation, Arizona Department of Corrections

Program Customers

Scottsdale citizens, visitors, businesses, Scottsdale Police Department Patrol Bureau, Maricopa County Attorney's Office, Maricopa County Superior Court, Scottsdale City Court, and any other law enforcement agencies

City Council's Broad Goal(s)

Neighborhoods

Basic Equipment

Basic police equipment

Special Equipment

Desktop computers with Microsoft Office Suite, unmarked vehicles, Crime Capture Computer System, Various local/national computer systems, internet, telephones, pagers, copy machines, facsimile machine, basic office supplies, audio/video recording equipment, document shredder, digital cameras, office space

Resources by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
General Fund Support	-	\$1,402,575	\$1,402,575	\$1,529,861
Total Program Revenues	-	\$1,402,575	\$1,402,575	\$1,529,861

Expenditures by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
Personal Services	-	\$1,281,018	\$1,281,018	\$1,333,537
Contractual Services	-	91,017	91,017	173,124
Commodities	-	30,540	30,540	23,200
Total Program Budget	-	\$1,402,575	\$1,402,575	\$1,529,861

BURGLARY & THEFT INVESTIGATIONS

Police Department

Performance Measures

Program/Service Outputs: (goods, services, units produced)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
# of burglary cases processed	2,770	2,568	2,700	2,700
# of theft cases processed	5,364	5,316	5,400	5,400

Program/Service Outcomes: (based on program objectives)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
Achieve or exceed an 10% burglary clearance rate (Arizona CY 2002 average 6.9%)	7.6%	14%	10%	10%
Achieve a 15.8% felony theft clearance rate (Arizona CY 2002 average 15% for felony theft)	13.1%	18%	18%	18%

Program Staffing

1 Full-time	POLICE LIEUTENANT	1.00
13 Full-time	POLICE OFFICER	13.00
2 Full-time	POLICE SERGEANT	2.00
Total Program FTE		16.00

Prior Year Highlights

Prior Year Highlights for City programs are currently being finalized by the staff and will be included in the adopted FY 2004/05 budget.

AUTO THEFT INVESTIGATIONS

Police Department

Program Description

The Auto Theft Investigation program investigates auto theft and burglary to vehicle crimes Citywide.

Trends

This unit investigated a total of 1,353 auto thefts in FY 2002/03. The challenge of the Auto Theft Unit will be to increase the clearance rate with no additional detective staffing.

Program Broad Goals

Utilize a multi-disciplinary approach to auto crimes investigation, through intelligence, crime analysis, investigation, and crime prevention, in an effort to increase the auto crime clearance rate.

Target career criminals who commit auto crimes by utilizing the Maricopa County Attorney Repeat Offender Program.

Utilize the Bait Vehicle Program and VIN etching Program in high auto theft areas to proactively target and deter auto thieves.

Program 2004/05 Objectives

Increase the clearance rate in auto theft and burglary to vehicle cases by aggressively and proactively investigating crimes, crime Trends and repeat offenders.

Increase the amount of proactive enforcement through the use of the Bait Vehicle Program, which consists of a tracking devices installed into bait vehicles, which are parked in high theft areas.

Increase citizen awareness of auto crimes and methods to deter these crimes focusing on high auto theft areas and utilizing the VIN etching program to help deter auto theft.

Program Provided in Partnership With

Burglary Unit, Fraud Unit, Repeat Offender Program, Crimes Against Persons Section, Special Investigations Section, Crime Analysis Unit, local, state and Federal Law Enforcement Agencies

Program Customers

Scottsdale citizens, visitors, businesses, Scottsdale Police Department Patrol Bureau, Maricopa County Attorney's Office, Maricopa County Superior Court, Scottsdale City Court, other law enforcement agencies

City Council's Broad Goal(s)

Neighborhoods

Basic Equipment

Basic police equipment

Special Equipment

Desktop computers with Microsoft Office Suite, unmarked vehicles, Crime Capture Computer System, various local/national computer systems, Internet, telephones, pagers, copy machines, facsimile machine, basic office supplies, audio/video recording equipment, document shredder, digital cameras, office space and a bait vehicle system

Resources by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
General Fund Support	-	\$790,246	\$790,246	\$761,390
Grants/Trust Receipts	\$75,661	\$119,800	\$98,505	\$100,800
Total Program Budget	\$75,661	\$910,046	\$888,751	\$862,190

Expenditures by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
Personal Services	-	\$698,746	\$698,746	\$696,082
Contractual Services	-	90,000	90,000	63,808
Commodities	-	1,500	1,500	1,500
SubTotal	-	\$790,246	\$790,246	\$761,390
Grant/Trust Expenditures	\$75,661	\$119,800	\$98,505	\$100,800
Total Program Budget	\$75,661	\$910,046	\$888,751	\$862,190

AUTO THEFT INVESTIGATIONS

Police Department

Performance Measures

Program/Service Outputs: (goods, services, units produced)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
# of auto theft cases investigated	1,140	1,352	1,500	1,700
# of stolen vehicles recovered (Scottsdale vehicles recovered in Scottsdale & Scottsdale vehicles recovered by other jurisdictions)	884	989	1,100	1,200

Program/Service Outcomes: (based on program objectives)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
Achieve or exceed a 20% clearance rate (Arizona CY 2002 average 10%)	21.1%	18%	20%	20%

Program Staffing

1 Full-time	POLICE AIDE	1.00
6 Full-time	POLICE OFFICER	6.00
1 Full-time	POLICE SERGEANT	1.00
Total Program FTE		8.00

Prior Year Highlights

Prior Year Highlights for City programs are currently being finalized by the staff and will be included in the adopted FY 2004/05 budget.

FRAUD INVESTIGATIONS

Program Description

The Fraud Investigations program investigates fraud, Internet fraud (if committed in Scottsdale), embezzlement, identity theft and forgeries. The Warrant Detail (part of the Fraud Program) serves City court warrants, orders of protection and orders prohibiting harassment. The Pawn Detail (part of the Fraud Program) is also responsible for pawn related activities such as the collection and entering of pawn slips from all second hand stores Citywide into the Maricopa County Pawn system, tracking of pawn activity, locating stolen property, and identifying high activity individuals who may be involved in criminal activity.

Trends

The Fraud Unit investigated 374 cases and reviewed 568 cases in FY 2002/03, a 32% increase in cases reviewed and 3% decrease in cases investigated from the prior year. Several of these cases involve high dollar loss and are extremely complex to investigate. The crime rate continues to increase and the number of warrants issued by the Scottsdale City Court continues to increase, currently leaving 10,000 active warrants to be served.

Program Broad Goals

Utilize a multi-disciplinary approach to fraud investigation through intelligence, crime analysis, investigation, and crime prevention, in an effort to increase the fraud clearance rate.

Increase the service of Scottsdale City court warrants by keeping the warrant unit fully staffed (2 detectives) which will allow warrant detectives time to proactively serve warrants.

Targeting of career criminals who utilize second hand businesses in the City of Scottsdale.

Program 2004/05 Objectives

Increase the clearance rate in fraud related crimes by aggressively and proactively investigating crimes, crime Trends and repeat offenders.

Increase the number of Scottsdale City warrants served by keeping the warrant unit fully staffed.

Target career criminals who utilize Pawn shops to sell stolen property.

Program Provided in Partnership With

Burglary Unit, Auto Crimes Unit, Repeat Offender Program (ROP), Crimes Against Persons Section, Special Investigations Section, Crime Analysis Unit, local, state and Federal Law Enforcement Agencies

Program Customers

Scottsdale citizens, visitors, businesses, banking and credit card industries, Police Department Patrol Bureau, Maricopa County Attorney's Office, Maricopa County Superior Court, Scottsdale City Court, other law enforcement agencies

City Council's Broad Goal(s)

Neighborhoods

Basic Equipment

Basic police equipment

Special Equipment

Desktop computers with Microsoft Office Suite, unmarked vehicles, Crime Capture Computer System, various state/national computer systems, Internet, telephones, pagers, copy machines, facsimile machine, basic office supplies, audio/video recording equipment, document shredder, digital cameras, office space

Resources by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
General Fund Support	-	\$926,605	\$926,605	\$1,015,232
Total Program Revenues	-	\$926,605	\$926,605	\$1,015,232

Expenditures by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
Personal Services	-	\$838,363	\$838,363	\$888,994
Contractual Services	-	88,242	88,242	126,238
Total Program Budget	-	\$926,605	\$926,605	\$1,015,232

FRAUD INVESTIGATIONS

Police Department

Performance Measures

Program/Service Outputs: (goods, services, units produced)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
# of fraud cases investigated	430	324	350	400
# of warrants served as issued by Scottsdale City Court	4,510	3,542	4,500	5,000

Program/Service Outcomes: (based on program objectives)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
Achieve or exceed a 29% fraud/forgery clearance rate (Arizona State average not captured by Uniformed Crime Report)	31%	29%	29%	29%
Serve City Court warrants as required	4,510	3,542	4,500	5,000

Program Staffing

1 Full-time	POLICE INVESTG SERVICES CLERK	1.00
7 Full-time	POLICE OFFICER	7.00
1 Full-time	POLICE PAWN SPECIALIST	1.00
1 Full-time	POLICE SERGEANT	1.00
1 Full-time	SECRETARY	1.00
Total Program FTE		11.00

Prior Year Highlights

Prior Year Highlights for City programs are currently being finalized by the staff and will be included in the adopted FY 2004/05 budget.

SCHOOL RESOURCE SERVICES

Police Department

Program Description

The School Resource program provides law enforcement services and related education to the Scottsdale and Cave Creek Unified School Districts. School Resource Officers (SROs) serve four basic roles; those of law enforcement officer, teacher, counselor, and role model. SROs also serve as liaisons between the schools, the community, the police department, and various agencies such as Child Protective Services, Youth and Family Services, the Juvenile Probation Department, and other intervention and counseling resources.

Trends

As the City of Scottsdale's population continues to grow, the student populations, the number of criminal incidents, and the number of required criminal investigations involving students and staff members as suspects and/or victims is increasing.

Program Broad Goals

Document and conduct at least the preliminary investigation for all crimes that occur on school campuses. Address parking and traffic concerns that affect the schools and surrounding communities. Document and address truancy issues. Promote crime prevention programs and community policing efforts on and around school campuses.

Present a diverse curriculum in the area of Law Related Education (LRE) to the students, parents and the staff. Specific age appropriate classes such as "Second Step", "Students Against a Violent

Environment" (SAVE), and "Respect", all emphasize anti-violence campaigns and educate students in reference to proper conflict resolution techniques.

Program 2004/05 Objectives

Continue to reduce the necessary assistance of patrol officers and detectives in responding to calls for service and/or investigations at schools in the City of Scottsdale.

Continue to teach law related education classes and promote prevention programs whenever their law enforcement duties allow.

Continue to expand the school resource officers professional abilities by providing them additional training in the areas of investigations, instructing, and counseling.

Program Provided in Partnership With

Scottsdale citizens, other Scottsdale Police units as needed, Scottsdale Unified School District, Cave Creek Unified School District, Scottsdale Prevention Institute, Scottsdale Youth and Family Services, LINKS, Child Protective Services, Juvenile Probation Department, Scottsdale Parks and Recreation Department, Boys and Girls Clubs

Program Customers

Scottsdale and Cave Creek Unified School Districts, private schools when requested, Scottsdale citizens, anyone affected by the school environments

City Council's Broad Goal(s)

Neighborhoods

Basic Equipment

Marked police vehicles, personal computers, basic police officer equipment and supplies

Special Equipment

Police bicycles and related equipment, PowerPoint software, projector hardware for teaching

Resources by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
General Fund Support	\$1,252,304	\$1,376,657	\$1,377,412	\$1,284,951
Special Revenue Fund Fees/Charges/Donations	-	\$10,000	\$10,000	\$10,000
Grants/Trust Receipts	\$144,120	\$139,943	\$165,269	\$40,000
Total Program Revenues	\$1,396,424	\$1,526,600	\$1,552,681	\$1,334,951

Expenditures by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
Personal Services	\$1,239,508	\$1,172,643	\$1,172,643	\$1,238,601
Contractual Services	850	194,514	194,514	38,700
Commodities	11,946	19,500	20,255	17,650
SubTotal	\$1,252,304	\$1,386,657	\$1,387,412	\$1,294,951
Grant/Trust Expenditures	\$144,120	\$139,943	\$165,269	\$40,000
Total Program Budget	\$1,396,424	\$1,526,600	\$1,552,681	\$1,334,951

SCHOOL RESOURCE SERVICES

Police Department

Performance Measures

Program/Service Outputs: (goods, services, units produced)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
# of school related incidents/investigations responded to	549	583	617	654

Program/Service Outcomes: (based on program objectives)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
Respond to school related incidents/investigations (per total # of students).	549 per 27,850 students	583 per 28,100 students	617 per 28,350 students	654 per 28,600 students

Program Staffing

14 Full-time	POLICE OFFICER	14.00
2 Full-time	POLICE SERGEANT	2.00
Total Program FTE		16.00

Prior Year Highlights

Prior Year Highlights for City programs are currently being finalized by the staff and will be included in the adopted FY 2004/05 budget.

NARCOTICS UNDERCOVER INVESTIGATIONS

Police Department

Program Description

The Narcotics Undercover Investigations program is responsible for the disruption of illegal drug activity within the community through the use traditional and non-conventional investigative techniques to include the use of undercover detectives.

Trends

This program faces the challenge of addressing neighborhood dealers that impact the quality of life for surrounding citizens as well as larger scale violators to include major traffickers and methamphetamine manufacturers.

Program Broad Goals

Conduct prompt, thorough and effective investigations positively impacting Scottsdale neighborhoods.

Submit comprehensive and quality investigations for prosecution with no additional investigation required.

Respond to citizen complaints of suspicious drug activity.

Program 2004/05 Objectives

Increase focus on lower level drug violator that negatively impacts the quality of life for surrounding neighborhoods.

Continue to develop and maintain partnerships throughout the department as exemplified by the Narcotics Trained Officer (NTO) program to increase impact.

Respond to citizen complaints within 5 working days and conduct an increased number of undercover operations. Increase number of cases filed with the County Prosecutor by expanding the investigative skill base beyond undercover operations when possible.

Program Provided in Partnership With

Other Special Investigations Section squads, Uniformed Services Bureau, Investigative Services Bureau, local/county/ state/ federal prosecutors and law enforcement agencies

Program Customers

Police, various local, state and federal law enforcement agencies, Scottsdale citizens and the extended community

City Council's Broad Goal(s)

Neighborhoods

Basic Equipment

Undercover vehicles, personal computers, basic police related equipment and supplies

Special Equipment

Electronic surveillance and monitoring devices, enhanced protective clothing and equipment

Resources by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
General Fund Support	\$653,982	\$1,329,310	\$1,329,550	\$1,375,451
Special Revenue Fund Fees/Charges/Donations	\$134,319	\$165,000	\$370,537	\$221,130
Grants/Trust Receipts	\$29,068	\$30,000	\$30,000	\$60,000
Total Program Revenues	\$817,369	\$1,524,310	\$1,730,087	\$1,656,581

Expenditures by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
Personal Services	\$139	\$830,688	\$830,688	\$802,901
Contractual Services	684,456	651,122	730,762	712,390
Commodities	103,706	12,500	47,437	81,290
Capital Outlays	-	-	91,200	-
SubTotal	\$788,301	\$1,494,310	\$1,700,087	\$1,596,581
Grant/Trust Expenditures	\$29,068	\$30,000	\$30,000	\$60,000
Total Program Budget	\$817,369	\$1,524,310	\$1,730,087	\$1,656,581

NARCOTICS UNDERCOVER INVESTIGATIONS

Police Department

Performance Measures

Program/Service Outputs: (goods, services, units produced)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
Cases investigated	249	350	400	450

Program/Service Outcomes: (based on program objectives)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
Complete case checklist to clear 225 or more investigative files	121	175	200	225
Achieve 100% of citizen complaints addressed within 5 working days	72%	85%	92%	100%

Program Staffing

1 Full-time	POLICE LIEUTENANT	1.00
6 Full-time	POLICE OFFICER	6.00
1 Full-time	POLICE SERGEANT	1.00
1 Full-time	SECRETARY	1.00
Total Program FTE		9.00

Prior Year Highlights

Prior Year Highlights for City programs are currently being finalized by the staff and will be included in the adopted FY 2004/05 budget.

NARCOTICS CLANDESTINE LAB INVESTIGATIONS

Police Department

Program Description

The Narcotics/Clandestine Lab Investigations program focuses its efforts on the investigation of the illegal transportation of drugs, mid to upper level drug traffickers and long term conspiracy investigations. Concentrated effort is applied to activity involving shipping facilities and Scottsdale Airport. Finally, members of this group complete all asset forfeiture investigations.

Trends

The program has successfully developed significant intelligence regarding the use of local shipping companies as well as via aircraft departing or landing at Scottsdale Airport. This group also holds primary responsibility for the investigation of clandestine laboratories, although the current trend of favoring imported methamphetamine has resulted in a leveling of the number of labs investigated by our personnel. Although, many smaller labs are still be discovered and present a significant public safety risk.

Program Broad Goals

Commit resources to addressing mid and upper level drug traffickers residing or having a nexus to the City of Scottsdale through conspiracy investigation. Respond to reports of suspicious packaging in a timely manner.

Submit comprehensive and quality investigations for prosecution with no additional investigation required.

Thoroughly investigate and process all asset forfeiture cases.

Program 2004/05 Objectives

Increase operational effectiveness following unit's inception through networking and informant development as well as training.

Improve non-traditional skill base through training to improve case quality with focus on comprehensive financial and court ordered wiretap investigations.

Enhance capabilities of asset forfeiture unit to increase the program's ability to investigate more cases. Train a second detective in asset forfeiture investigations. Improve technology to make best use of existing personnel.

Program Provided in Partnership With

Other Special Investigations Section squads, Uniformed Services Bureau, Investigative Services Bureau, local/county/ state/ federal prosecutors and law enforcement agencies

Program Customers

Police, various local, state and federal law enforcement agencies, Scottsdale citizens and the extended community

City Council's Broad Goal(s)

Neighborhoods

Basic Equipment

Undercover vehicles, personal computers, basic police related equipment and supplies

Special Equipment

Electronic surveillance and monitoring devices, enhanced protective clothing and equipment, self contained breathing apparatus (SCBA).

Resources by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
General Fund Support	-	\$716,219	\$716,219	\$743,828
Total Program Revenues	-	\$716,219	\$716,219	\$743,828

Expenditures by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
Personal Services	-	\$682,217	\$682,217	\$669,114
Contractual Services	-	27,002	27,002	73,714
Commodities	-	7,000	7,000	1,000
Total Program Budget	-	\$716,219	\$716,219	\$743,828

NARCOTICS CLANDESTINE LAB INVESTIGATIONS

Police Department

Performance Measures

Program/Service Outputs: (goods, services, units produced)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
Court ordered wiretap investigations	n/a	n/a	1	2
Airport related investigations	n/a	n/a	3	5

Program/Service Outcomes: (based on program objectives)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
Conduct 10 mid/upper level conspiracy investigations	n/a	n/a	5	10
Achieve 100% of citizen complaints/leads addressed within 5 working days	n/a	90%	100%	100%

Program Staffing

7 Full-time	POLICE OFFICER	7.00
1 Full-time	POLICE SERGEANT	1.00
Total Program FTE		8.00

Prior Year Highlights

Prior Year Highlights for City programs are currently being finalized by the staff and will be included in the adopted FY 2004/05 budget.

Program Description

The Surveillance/Special Weapons and Tactics (SWAT) program conducts surveillance in support of major cases throughout the department. The unit is responsible for high-risk fugitive apprehensions and provides tactical support on high-risk warrant services. Unit members maintain, install and monitor all electronic/technical surveillance equipment. The unit is also the primary SWAT squad and is responsible for the administrative functions of the SWAT team. The SWAT component is prepared to respond 24 hours a day to all requests for enhanced tactical assistance. SWAT team members serve high-risk warrants, respond to hostage/barricades, suicidal subjects and any other tactical emergency including weapons of mass destruction/terror related incidents.

Trends

The SWAT team responded to 12 calls for assistance in 2003. The team has taken on additional responsibilities related to weapons of mass destruction and terrorism. The Surveillance Team has also taken a more prominent role in our dignitary protection and vice enforcement operations.

Program Broad Goals

- Assist detectives with surveillance operations and technical support.
- Provide enhanced tactical support - 24 hours a day, 7 days a week.
- Serve high-risk search warrants and arrest warrants.

Program 2004/05 Objectives

- Acquire additional self-contained breathing apparatus protective equipment for members of the SWAT team to allow for safe and effective responses to high-risk incidents.
- Maintain a high level of operational readiness to meet the requests from police personnel and calls for service for high-risk situations and the need for surveillance support.

Program Provided in Partnership With

Other Special Investigations Section squads, Uniformed Services Bureau, Investigative Services Bureau, local/county/ state/ federal prosecutors and law enforcement agencies

Program Customers

Police, various local, state and federal law enforcement agencies, Scottsdale citizens and the extended community

City Council's Broad Goal(s)

Neighborhoods

Basic Equipment

Undercover vehicles, personal computers, basic police related equipment and supplies

Special Equipment

Electronic surveillance and monitoring devices, investigative software, enhanced protective clothing and equipment, self-contained breathing apparatus (SCBA), armored rescue vehicles, SWAT specialty equipment.

Resources by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
General Fund Support	-	\$757,424	\$820,762	\$771,888
Total Program Revenues	-	\$757,424	\$820,762	\$771,888

Expenditures by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
Personal Services	-	\$615,710	\$615,710	\$606,591
Contractual Services	-	53,914	53,914	80,397
Commodities	-	87,800	151,138	84,900
Total Program Budget	-	\$757,424	\$820,762	\$771,888

SURVEILLANCE/SWAT

Police Department

Performance Measures

Program/Service Outputs: (goods, services, units produced)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
# of SWAT callouts	23	25	12	25
# of surveillance assists requests	60	51	60	60

Program/Service Outcomes: (based on program objectives)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
Respond to all SWAT call outs including high risk warrant service	23	25	12	25
Achieve 100 % of surveillance requests completed	100%	75%	100%	100%

Program Staffing

6 Full-time	POLICE OFFICER	6.00
1 Full-time	POLICE SERGEANT	1.00
Total Program FTE		7.00

Prior Year Highlights

Prior Year Highlights for City programs are currently being finalized by the staff and will be included in the adopted FY 2004/05 budget.

INTELLIGENCE UNIT

Program Description

The Intelligence Unit program is responsible for the investigation of organized crime and terrorism related incidents. Detectives provide dignitary protection service, technological support and intelligence analysis. This unit is also responsible for all vice related investigations as well as the administration of liquor licenses throughout the City.

Trends

The Intelligence Unit spent over 4,000 hours assisting other detective squads in 2003. They have taken on added responsibilities in response to the prevailing terrorism threat to include detaching one detective to the FBI Joint Terrorism Task Force (JTTF) and obtaining FBI security clearances for six employees including the chief of police.

Program Broad Goals

Assist detectives with intelligence support and information.

Review and process liquor, massage, escort, and adult entertainment oriented business licenses. Conduct vice related investigations and enforcement activity.

Program 2004/05 Objectives

Provide full time criminal intelligence presence at Scottsdale airport.

Implement and enforce revised massage ordinance.

Disseminate timely and accurate intelligence information throughout the department.

Program Provided in Partnership With

Other Special Investigations Section squads, Uniformed Services Bureau, Investigative Services Bureau, local/county/ state/ federal prosecutors and law enforcement agencies, Code Enforcement, Tax and Licensing, State Liquor Control

Program Customers

Police, various local, state and federal law enforcement agencies, Scottsdale citizens, the extended community

City Council's Broad Goal(s)

Neighborhoods

Basic Equipment

Undercover vehicles, personal computers, basic police related equipment and supplies

Special Equipment

Investigative software, surveillance equipment

Resources by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
General Fund Support	-	\$664,750	\$664,750	\$756,975
Total Program Revenues	-	\$664,750	\$664,750	\$756,975

Expenditures by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
Personal Services	-	\$645,650	\$645,650	\$720,077
Contractual Services	-	18,600	18,600	36,598
Commodities	-	500	500	300
Total Program Budget	-	\$664,750	\$664,750	\$756,975

INTELLIGENCE UNIT

Police Department

Performance Measures

Program/Service Outputs: (goods, services, units produced)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
# of hours spent assisting other detectives with intelligence support	1,923	4,000	4,400	4,800

Program/Service Outcomes: (based on program objectives)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
Commit 3,400 hours or more to assist other detectives in the investigations units	2,405	2,500	3,200	3,400
Commit 3,000 hours or more to assisting narcotics units, Surveillance and SWAT	n/a	2,500	2,800	3,000

Program Staffing

1 Full-time	POLICE INTELLIGENCE ANALYST	1.00
1 Full-time	POLICE INTELLIGENCE SPECIALIST	1.00
6 Full-time	POLICE OFFICER	6.00
1 Full-time	POLICE SERGEANT	1.00
Total Program FTE		9.00

Prior Year Highlights

Prior Year Highlights for City programs are currently being finalized by the staff and will be included in the adopted FY 2004/05 budget.

RECRUITING & PERSONNEL

Police Department

Program Description

The Recruiting and Personnel program conducts recruiting, hiring and maintenance of personnel issues/files of all sworn and civilian positions within the Police Department.

Trends

The employee market is extremely competitive and recruiting efforts must be proactive. The majority of police applicants identified the internet as the source of their recruitment interest. Minority recruitment is also our focus.

Program Broad Goals

Actively recruit sworn and civilian personnel in the most cost effective manner that provides for a constant pool of applicants to participate in the hiring process for positions as they become available.

Support the selection process through recruitment, physical and written testing, oral boards and conditional offers, that ensures positions are filled in a timely manner with the most qualified personnel in the most cost effective manner and consistent with the department's equal employment opportunity commission (EEOC) goals.

Maintain all personnel files and transmittal of information on applicants and employees in an orderly and efficient manner supporting the needs of employees, department managers and outside agencies requiring access to information while at all times ensuring confidentiality where appropriate.

Program 2004/05 Objectives

Finalize tracking system for anticipating future vacancies and for ensuring the recruiting and hiring process begins sufficiently early to fill vacancies promptly.

Finalize on-going process review of the police applicant "background investigative process."

Assist Human Resources in completion of the annual salary/benefits review. This is necessary to ensure competitive recruitment and retention of personnel who would otherwise use the department as a training ground and leave at their earliest opportunity.

Program Provided in Partnership With

Human Resources, Arizona Peace Officer and Standards Training Board, Risk Management, Training Unit, City of Mesa, Arizona Law Enforcement Regional Academies, contractual relationships with a polygrapher, doctors, a medical laboratory

Program Customers

Scottsdale Police Department

City Council's Broad Goal(s)

Neighborhoods

Basic Equipment

Basic equipment includes computers, fax, physical fitness equipment, file cabinets

Special Equipment

polygraph, contracts with doctors for physicals and psychological, drug testing, specialized testing material for academic, psychological screening

Resources by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
General Fund Support	\$648,287	\$582,249	\$583,369	\$547,132
Total Program Revenues	\$648,287	\$582,249	\$583,369	\$547,132

Expenditures by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
Personal Services	\$500,316	\$503,781	\$503,781	\$486,948
Contractual Services	135,983	71,468	71,468	48,634
Commodities	11,988	7,000	8,120	11,550
Total Program Budget	\$648,287	\$582,249	\$583,369	\$547,132

RECRUITING & PERSONNEL

Police Department

Performance Measures

Program/Service Outputs: (goods, services, units produced)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
# of recruitments which led to civilian personnel hiring	82	80	75	70
% of police job applications and requests for information processed through the internet	65%	71%	72%	75%

Program/Service Outcomes: (based on program objectives)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
Achieve 35% of officers hired from protected classes	22%	37%	25%	30%
Achieve 85% or higher officers completing 18 month probationary period successfully from date of hire	95%	80%	80%	80%

Program Staffing

1 Full-time	POLICE LIEUTENANT	1.00
1 Full-time	POLICE OFFICER	1.00
2 Full-time	POLICE PERSONNEL SPECIALIST	2.00
1 Full-time	POLICE PERSONNEL SUPERVISOR	1.00
1 Full-time	POLICE PERSONNEL TECH	1.00
1 Full-time	POLYGRAPH EXAM	1.00
1 Full-time	ADMINISTRATIVE SECRETARY	1.00
Total Program FTE		8.00

Prior Year Highlights

Prior Year Highlights for City programs are currently being finalized by the staff and will be included in the adopted FY 2004/05 budget.

Program Description

The Police Training program conducts basic and advanced officer and civilian training for Police Department employees. The unit has oversight responsibility for all compliance matters related to certifying entities for sworn and civilian positions. That includes identifying training liability trends and developing training plans. The unit also manages all administrative functions relating to training at two police academies and the Scottsdale Police/Fire Training Facility.

Trends

Increases in litigation and requirements for technical skills for civilian and sworn personnel continue to drive attendance in advanced training in order to reduce liability, expand core competencies and increase promotional opportunities. Budget reductions directly impact the number of available classes and the number of students available to attend.

Program Broad Goals

Attain required basic certifications through police academies and successful completion of field training and probation.

Provide advanced training to employees to retain certifications, improve job or personal skills, and to reduce liability.

Provide a safe and practical training environment, which enhances learning for police and fire personnel through the consistent use of contemporary techniques and equipment with adherence to all safety protocols.

Program 2004/05 Objectives

Provide field training coordination for officers in probationary periods to ensure successful completion.

Ensure officers are providing the necessary training to maintain their annual police officer standards certification.

Complete employee development strategies in the Police Strategic Plan. These strategies concern completion of a learning needs assessment for sworn and civilian career paths and development of department wide customer service training.

Program Provided in Partnership With

The City of Mesa, Arizona Law Enforcement Regional Academies, Arizona Peace Officers Standards and Training, National Association of Field Trainers and numerous other training entities, Police Personnel Unit, Human Resources, Risk Management

Program Customers

Police employees, outside agencies and academies

City Council's Broad Goal(s)

Neighborhoods

Basic Equipment

Basic equipment includes ammunition, police training cars, numerous types of weapons including pistols, rifles and less lethal such as baton, tear gas, tasers, pepperball and others

Special Equipment

Shooting systems like electronic scenario based videos and live fire shoot house

Resources by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
General Fund Support	\$941,496	\$857,003	\$940,830	\$898,672
Grants/Trust Receipts	-	-	\$8,290	\$8,500
Total Program Revenues	\$941,496	\$857,003	\$949,120	\$907,172

Expenditures by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
Personal Services	\$636,201	\$629,997	\$629,997	\$627,864
Contractual Services	172,801	82,356	82,356	122,108
Commodities	132,495	144,650	228,477	148,700
SubTotal	\$941,496	\$857,003	\$940,830	\$898,672
Grant/Trust Expenditures	-	-	\$8,290	\$8,500
Total Program Budget	\$941,496	\$857,003	\$949,120	\$907,172

TRAINING

Police Department

Performance Measures

Program/Service Outputs: (goods, services, units produced)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
# of officers successfully graduating from the police academy (# hired / # graduated)	41/39	46/41	30/27	30/27
# of outside training classes attended by sworn and civilian employees	332	274	300	300

Program/Service Outcomes: (based on program objectives)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
Achieve 90% or higher officers successfully graduating from the police academy	95%	89%	90%	90%
Ensure 100% of officers maintain their Police Officer Standards certification annually	100%	100%	100%	100%

Program Staffing

5 Full-time	POLICE OFFICER	5.00
2 Full-time	POLICE SERGEANT	2.00
1 Full-time	SECRETARY	1.00
Total Program FTE		8.00

Prior Year Highlights

Prior Year Highlights for City programs are currently being finalized by the staff and will be included in the adopted FY 2004/05 budget.

POLICE RECORDS

Program Description

The Police Records program serves as the central repository for all police reports and related records and is responsible for maintaining strict accountability for all police reports. The Police Records Division provides support to officers and other law enforcement agencies and courts, providing criminal history information and 24 hour warrant coverage.

Trends

Balancing quality customer service demands while maintaining increased workloads with limited staff resources challenges the Police Records Division. The results of the Northwestern University Center for Public Safety study of the unit's allocation and scheduling procedures should assist in defining the specific resource needs of the unit. The results of this study are expected to be compiled by June 2004.

Program Broad Goals

Process all incoming paperwork generated by law enforcement agencies such as police reports, citations, field interview cards, accidents, etc.

Support criminal justice agencies by providing the most current criminal history data by timely entry into various databases such as Records Management System (RMS), Police Automated Computer Entry (PACE) and Arizona Criminal Justice Information System (ACJIS).

Provide quality customer service to Scottsdale citizens in answering requests for data such as accident reports, copies of departmental reports, calls for service, records of search, etc.

Program 2004/05 Objectives

Complete process mapping for 7 Records initiatives to streamline processes and increase workload efficiencies.

Create a formal training program for Records employees to ensure quality customer service.

Update Records Operations Orders to ensure they reflect current policies and procedures.

Program Provided in Partnership With

Uniform Services Bureau, Investigative Services Bureau, Courts, City Prosecutors, Scottsdale citizens

Program Customers

Uniformed Services Bureau, Investigative Services Bureau, Administrative Services Bureau, all law enforcement and criminal justice agencies, local, state and federal governmental agencies, Scottsdale citizens

City Council's Broad Goal(s)

Neighborhoods

Basic Equipment

Computers, photocopiers, fax machines, printers, microfiche reader/printer, calculators, shredder

Special Equipment

Police Automated Computer Entry System (PACE), Arizona Criminal Justice Information System (ACJIS) and Records Management System

Resources by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
General Fund Support	\$1,737,083	\$1,534,423	\$1,534,423	\$1,561,189
Total Program Revenues	\$1,737,083	\$1,534,423	\$1,534,423	\$1,561,189

Expenditures by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
Personal Services	\$1,542,528	\$1,408,358	\$1,408,358	\$1,436,572
Contractual Services	174,119	114,404	114,404	112,444
Commodities	20,436	11,661	11,661	12,173
Total Program Budget	\$1,737,083	\$1,534,423	\$1,534,423	\$1,561,189

POLICE RECORDS

Police Department

Performance Measures

Program/Service Outputs: (goods, services, units produced)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
# of reports processed	34,722	35,100	36,250	37,000
# warrants processed	4,989	4,224	4,315	4,500

Program/Service Outcomes: (based on program objectives)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
Process 100% of all citations received in 24 hours	100%	100%	100%	100%
Process 49,000 or more citations	42,868	46,451	48,151	49,000

Program Staffing

1	Full-time	POLICE RECORDS DIVISION MGR	1.00
1	Full-time	POLICE RECORDS MANAGER	1.00
4	Full-time	POLICE RECORDS SUPERVISOR	4.00
23	Full-time	POLICE SUPPORT SPECIALIST	23.00
Total Program FTE			29.00

Prior Year Highlights

Prior Year Highlights for City programs are currently being finalized by the staff and will be included in the adopted FY 2004/05 budget.

Program Description

The Technology program provides computer and communications based technologies necessary to support a modern and efficient Police Department, and the software and hardware support services necessary to maintain multiple highly specialized mission critical applications. The Technology program maintains and enhances network and applications interfaces with other criminal justice applications at the local, county, state and federal levels. The Technology program also provides strategic technology planning that aligns its technology goals with the goals of the department's strategic plan, coordinates efforts to share data within the criminal justice community, strives to develop dependable communications systems that are interoperable with other Arizona public safety agencies, and administers the operation and capital budgets for the department's technology projects and programs.

Trends

Greater emphasis is being placed upon sharing criminal history information within the criminal justice community, and in using powerful new data mining tools to turn raw data into usable case leads.

Program Broad Goals

Ensure continued operation and maintenance of public safety and criminal justice automated systems, including wireless communications.

Ensure the successful implementation of major technology projects and the associated training and usage of these major technology products.

Evaluate new technologies for improving the department's service delivery and the safety of our citizens and officers.

Program 2004/05 Objectives

Reduce down-time by upgrading the uninterrupted power supply (UPS) system, eliminate aging individual UPS systems, and continue efforts to support each system with more than one technology professional.

Replace the department's computer aided dispatch (CAD), Message Switch, and Field Reporting Applications. Begin work to replace the department's Records Management System. Implement a new Laboratory Information Management System.

Evaluate technologies that will allow higher data transfer capabilities to and from police vehicles.

Program Provided in Partnership With

City Council, City Manager, City Staff, Information Systems Department, other criminal justice agencies, Scottsdale citizens

Program Customers

Police, Court, Prosecution, Information systems

City Council's Broad Goal(s)

Neighborhoods

Basic Equipment

Personal computers, Microsoft Office Suite, Wireless communications equipment

Special Equipment

Specialized police automated systems such as Computer Aided Dispatch System (CAD), Records Management System (RMS), Laboratory Information Management System (LIMS), Automated Fingerprint Identification System (AFIS), and Arizona Criminal Justice Information System (ACJIS). Computer diagnostic tools, various specialized software tools and radio diagnostic tools.

Resources by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
General Fund Support	\$1,521,125	\$1,235,447	\$1,235,447	\$1,485,510
Grants/Trust Receipts	\$99,526	\$95,000	\$158,069	\$95,000
Total Program Revenues	\$1,620,651	\$1,330,447	\$1,393,516	\$1,580,510

Expenditures by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
Personal Services	\$708,416	\$473,161	\$473,161	\$563,182
Contractual Services	797,124	759,286	759,286	917,128
Commodities	9,865	3,000	3,000	5,200
Capital Outlays	5,720	-	-	-
SubTotal	\$1,521,125	\$1,235,447	\$1,235,447	\$1,485,510
Grant/Trust Expenditures	\$99,526	\$95,000	\$158,069	\$95,000
Total Program Budget	\$1,620,651	\$1,330,447	\$1,393,516	\$1,580,510

Performance Measures

Program/Service Outputs: (goods, services, units produced)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
Utilize maintenance dollars budgeted in support of existing police automation and communications technology	\$514,311	\$621,308	\$683,438	\$666,344
Utilized new capital improvement project budgets in support of new police automation and communications technology	\$1,360,300	\$3,947,700	\$5,835,500	\$771,300

Program/Service Outcomes: (based on program objectives)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
Achieve 95% or higher public safety systems availability	Not available System availability	Not available System availability	93%	95%
Improve ratio of on call support personnel per police mission critical systems (Goal is 2 support personnel per system)	1 to 1	1.29 to 1	1.29 to 1	1.5 to 1

Program Staffing

1 Full-time	POLICE ANALYST	1.00
1 Full-time	POLICE COMM & TECH MANAGER	1.00
1 Full-time	POLICE DATABASE COORD	1.00
1 Full-time	POLICE NETWORK ENGINEER	1.00
1 Full-time	SR SYSTEMS INTEGRATOR	1.00
2 Full-time	SYSTEMS INTEGRATOR	2.00
Total Program FTE		7.00

Prior Year Highlights

Prior Year Highlights for City programs are currently being finalized by the staff and will be included in the adopted FY 2004/05 budget.

Program Description

The Police Supply & Equipment program is primarily responsible for providing logistical support for supplies and equipment needed by Police Department personnel to maintain public safety. The program distributes, maintains, programs, and repairs varied equipment such as portable/mobile radios, laptop computers, uniforms and other sworn and non-sworn equipment needs. The program is also responsible for supporting field operations during contingencies, large investigations/events and SWAT callouts and deploys and operates the Command and SWAT vans. This program also manages the Department's 280 vehicles and related equipment. The program orders and maintains all office trends. The rapid growth and increased technical needs within the Police Department has increased the number of service requests received and processed. This has been coupled with increased duties assigned to this unit.

Program Broad Goals

Provide police employees with uniforms, equipment, and supplies expeditiously.

Deploy, maintain, program, repair, manage, and keep operational all portable and mobile communication equipment, both voice and data, assigned to the Police Department. This represents radios, laptop computers, vehicle modems used for mobile data processing/communications, cellular phones and pagers.

Deploy, manage, and control all vehicles assigned to the Police Vehicle Fleet. Keep operational all mobile communication equipment systems, both voice and data.

Program 2004/05 Objectives

Enhance customer service through on-demand processing.

Identify user-friendly hardware components to reduce maintenance repairs.

Review fleet mileage statistics monthly and rotate high/low mileage vehicles as needed.

Program Provided in Partnership With

Information Systems, Technical Services, Fleet, Purchasing

Program Customers

Police employees

City Council's Broad Goal(s)

Neighborhoods

Basic Equipment

Portable radio, telephone, pager, vehicle, computer, car

Special Equipment

Calibration equipment, Motorola radio system software for programming radios/modems.

Resources by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
General Fund Support	\$1,334,974	\$1,328,970	\$1,333,829	\$1,617,972
Total Program Revenues	\$1,334,974	\$1,328,970	\$1,333,829	\$1,617,972

Expenditures by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
Personal Services	\$369,570	\$382,784	\$382,784	\$462,112
Contractual Services	598,698	548,906	550,944	574,414
Commodities	356,832	397,280	400,101	474,746
Capital Outlays	9,875	-	-	106,700
Total Program Budget	\$1,334,974	\$1,328,970	\$1,333,829	\$1,617,972

POLICE SUPPLY & EQUIPMENT

Police Department

Performance Measures

Program/Service Outputs: (goods, services, units produced)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
# of uniform vouchers, equipment requests, and supply orders processed	2,440	3,600	3,920	4,200
# of laptop computers, modems, portable & mobile radios serviced or repaired	2,529	1,800	2,160	2,592

Program/Service Outcomes: (based on program objectives)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
Identify and repair 2,300 or more portable/mobile radios within 72-hours	300	1,740	1,900	2,300
Program 3,600 or more radios, modems, security key cards and laptop computers within 72-hours	1,800	3,557	2,700	3,600

Program Staffing

3 Full-time	POLICE COMMUNICATIONS TECH	3.00
1 Full-time	POLICE LOGISTICS SUPPORT SPEC	1.00
3 Full-time	POLICE LOGISTICS TECH	3.00
1 Full-time	POLICE SPECIAL SERVICES MGR	1.00
Total Program FTE		8.00

Prior Year Highlights

Prior Year Highlights for City programs are currently being finalized by the staff and will be included in the adopted FY 2004/05 budget.

COMMUNICATIONS

Program Description

The Communication Dispatch program answers 9-1-1 emergency and non-emergency calls for the Police Department in the City of Scottsdale. The dispatchers provide help and assistance by sending officers to aid the caller and by providing information. They monitor the police officers, which require keeping exact track of the officer's radio and field activity along with completing any request made by field personnel.

Trends

The continual yearly increases in incoming 9-1-1 calls, incoming cell phone calls, and non-emergency calls impact the service given.

Program Broad Goals

Promote safety to citizens and officers through effective communications, service and support in the delivery of dispatching calls and providing accurate information.

Provide education to the users of 9-1-1 and the police radio system to increase the users knowledge resulting in more effective use of both communications systems.

Maintain a 95% staffing level within Communications. Improve Communications retention by providing a quality work environment.

Program 2004/05 Objectives

Participate and teach in all of the citizen and teen academies and the officer's post academies to offer education on 911 information and the procedures used in dispatch. Establish a program to offer 9-1-1 education to the local lower grade school students.

Establish a quality customer service program to monitor, promote and train all employees in establishing the highest quality of service possible.

Ensure staffing schedule provides for proper staffing levels to cover scheduled and unscheduled leave.

Program Provided in Partnership With

Police Uniformed Services, Police Investigative Services, Police Records, RFD, Telephone Reporting Services, Water Operations, Community Services, Information Systems, Municipal Services, Traffic Engineering

Program Customers

City residents, any external or internal caller contacting the Scottsdale Police Department Communications needing help and assistance, includes callers by phone and officers via radio transmissions

City Council's Broad Goal(s)

Neighborhoods

Basic Equipment

City computers, printers, fax, and office supplies

Special Equipment

CAD (Computer Aided Dispatch), CTI (Computer Telephone Interface), Smartzone Radio System, headsets, Logging Recorder, City Panic Alarm System, Pace Terminal, Arizona Criminal Justice Information System (ACJIS) terminal, portable radios, pagers, cell phones, contractual maintenance on CAD software and equipment as needed.

Resources by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
General Fund Support	\$3,170,879	\$3,562,589	\$3,562,589	\$3,438,215
Total Program Revenues	\$3,170,879	\$3,562,589	\$3,562,589	\$3,438,215

Expenditures by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
Personal Services	\$2,918,072	\$3,318,173	\$3,318,173	\$3,323,448
Contractual Services	227,860	234,077	234,077	101,677
Commodities	18,355	10,339	10,339	13,090
Capital Outlays	6,592	-	-	-
Total Program Budget	\$3,170,879	\$3,562,589	\$3,562,589	\$3,438,215

COMMUNICATIONS

Police Department

Performance Measures

Program/Service Outputs: (goods, services, units produced)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
# of 9-1-1 calls processed	134,721	148,678	156,112	163,917
# of all other (non-9-1-1) incoming calls processed	451,865	474,458	491,510	516,085

Program/Service Outcomes: (based on program objectives)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
Answer 96% of all 9-1-1 calls within 3 rings	92%	96%	96%	96%
Answer 96% of all incoming non 9-1-1 calls within two minutes	92%	96%	96%	96%

Program Staffing

47	Full-time	POLICE COMM DISPATCHER	47.00
1	Full-time	POLICE COMMUNICATIONS MGR	1.00
7	Full-time	POLICE COMMUNICATIONS SUPVR	7.00
1	Full-time	POLICE COMM. TRAINING COORD.	1.00
Total Program FTE			56.00

Prior Year Highlights

Prior Year Highlights for City programs are currently being finalized by the staff and will be included in the adopted FY 2004/05 budget.

TELEPHONE REPORTING SERVICES

Police Department

Program Description

Telephone Reporting Services program is responsible for taking delayed, minor police reports, by telephone and the Internet. Examples include bicycle thefts, stolen vehicles and criminal damage reports.

Trends

Increase in crimes handled by the unit, as well as added responsibility of handling several types of crimes not previously assigned to the unit.

Program Broad Goals

Increase officer availability by assuming the workload from field personnel for minor reports utilizing telephone-reporting services.

Enable patrol units on the street to provide better response times on those calls for service that necessitate an "in person" response by Telephone Reporting Services staff completing minor crime reports.

Provide citizens with an alternative to file minor police reports using the Internet.

Program 2004/05 Objectives

To remain an accurate source of information to all callers by training and ensuring resources are current.

Increase the number of hours Telephone Reporting Services is available.

Educate the public about web on-line reporting and the benefits of using this resource.

Program Provided in Partnership With

Communication's Dispatch, Police Uniformed Services, Police Investigative Services, Police Records

Program Customers

City Residents, City visitors, internal callers, contacting the Scottsdale Police Department Communications wanting to file a non-emergency report

City Council's Broad Goal(s)

Neighborhoods

Basic Equipment

City Computer, printers, fax, and office supplies

Special Equipment

Mobile data terminals, pagers, portable radios, incident reporting software, desktop software.

Resources by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
General Fund Support	-	\$329,285	\$329,285	\$321,353
Total Program Revenues	-	\$329,285	\$329,285	\$321,353

Expenditures by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
Personal Services	-	\$329,285	\$329,285	\$321,353
Total Program Budget	-	\$329,285	\$329,285	\$321,353

TELEPHONE REPORTING SERVICES

Police Department

Performance Measures

Program/Service Outputs: (goods, services, units produced)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
# of reports completed	3,593	3,773	4,147	4,551
# of calls for service processed	5,800	6,090	6,698	7,370

Program/Service Outcomes: (based on program objectives)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
Increase the # of reports handled by 10% annually	3,593	3,773	4,147	4,551
Increase the # of calls for service handled by 10% annually	5,800	6,090	6,698	7,370

Program Staffing

5 Full-time	POLICE TELESERVE SPECIALIST	5.00
1 Full-time	POLICE TELESERVE SUPERVISOR	1.00
Total Program FTE		6.00

Prior Year Highlights

Prior Year Highlights for City programs are currently being finalized by the staff and will be included in the adopted FY 2004/05 budget.

PROPERTY AND EVIDENCE

Police Department

Program Description

The Property and Evidence program is responsible for receiving, storing, indexing, safekeeping, retrieving, and disposing of all evidence and property that is impounded by the Scottsdale Police Department.

Trends

The amount of items impounded for evidence by the Police Department continues to increase. The receipt of items impounded exceeds the items being released causing a need for more storage space. This space need can only be met by leasing multiple offsite storage facilities. Maintaining multiple offsite storage facilities is time consuming and an inefficient use of staff that must travel to each site on a daily basis; also, offsite storage facilities introduce greater chances of security breaches. Bond funds have been approved to build a new Property and Evidence storage facility and that facility is now in the planning phase.

Program Broad Goals

Ensure all impounded items are properly secured from theft, unauthorized handling or destruction.

Ensure all property and evidence is properly packaged, sealed, stored, and maintained and that proper accountability procedures are followed.

Ensure all items are disposed of in a timely and legal manner.

Program 2004/05 Objectives

Perform semi-annual management inspections as well as two external audits each year.

Hold quarterly inspections, to ensure compliance with all police and laboratory accreditation evidence storage requirements.

Continue to seek a 1:1 ratio of items released to items impounded and complete a weapons disposal program.

Program Provided in Partnership With

Other Police units, Financial Services, City Warehouse

Program Customers

Scottsdale citizens, Police Department personnel, Financial Services, City Warehouse, City Prosecutor's Office, other police agencies, independent laboratories

City Council's Broad Goal(s)

Neighborhoods

Basic Equipment

Personal computers, 10 key calculator, tools, copier

Special Equipment

Vehicle (cargo van), flat carts, hand trucks, bar coding equipment, software program for Records Management System, software program for ETSS (database program for the U.S. Department of Alcohol, Tobacco and Firearms)

Resources by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
General Fund Support	\$255,794	\$285,771	\$285,992	\$283,741
Total Program Revenues	255,794	\$285,771	\$285,992	\$283,741

Expenditures by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
Personal Services	\$228,136	\$248,344	\$248,344	\$252,630
Contractual Services	24,013	31,667	31,667	30,251
Commodities	3,645	5,760	5,981	860
Total Program Budget	\$255,794	\$285,771	\$285,992	\$283,741

PROPERTY AND EVIDENCE

Police Department

Performance Measures

Program/Service Outputs: (goods, services, units produced)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
# impounds received and processed	35,036	30,027	32,000	35,000
# impounds prepared for release	16,411	20,764	22,000	24,000

Program/Service Outcomes: (based on program objectives)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
Achieve a ratio of 1:1 for items received verses items released	0.47	0.70	0.60	0.60
Reduce and/or consolidate the # of offsite storage facilities	8	8	4	2

Program Staffing

1 Full-time	POLICE PROPERTY / EVID MANAGER	1.00
3 Full-time	POLICE PROPERTY/EVID TECH	3.00
1 Full-time	POLICE SUPPORT SPECIALIST	1.00
Total Program FTE		5.00

Prior Year Highlights

Prior Year Highlights for City programs are currently being finalized by the staff and will be included in the adopted FY 2004/05 budget.

Program Description

The Crime Laboratory program is responsible for the evaluation and analysis of all blood alcohol, drug, forensic biology (DNA), paint, hair/fiber, firearm/tool mark, and fire debris submissions, as well as the development, recovery and comparison of latent impressions present on forensic evidence. Program employees provide testimony in a court on the results of any and all analysis completed on evidence submissions to the laboratory. The program also has the responsibility for the processing, development and printing of crime scene photographs for investigative purposes, and maintaining all criminal history information.

Trends

The number and the variety of forensic examinations requested of the crime laboratory has continued to increase in all areas, with large increases seen in the areas of blood alcohol, DNA, and drug analyses. New rules of evidence, as set forth by the courts, are requiring more extensive and faster service from crime laboratories.

Program Broad Goals

Provide timely forensic evidence analysis support and assistance to police department personnel.

Maintain laboratory accreditation through the American Society of Crime Laboratory Directors/Laboratory Accreditation Board (ASCLD/LAB).

Ensure all members of the crime laboratory are able to provide expert forensic service through continued training, professional development, and proficiency testing.

Program 2004/05 Objectives

Implement a Laboratory Information Management System to provide a program to monitor evidence analysis and to produce laboratory analysis reports to officers and the courts in a timely manner.

Provide continued detailed monitoring of the laboratory's quality control system to ensure compliance in all accreditation criteria.

Seek grant funding sources that will provide funds necessary to meet laboratory training needs and requirements and ensure all laboratory examiners are proficiency tested in each discipline where work is performed.

Program Provided in Partnership With

Investigative Services Bureau, Uniform Services Bureau, Scottsdale citizens, City of Scottsdale Prosecutor's Office, Maricopa County Attorney's Office

Program Customers

Investigative Services Bureau, Uniformed Services Bureau, Salt River Pima-Maricopa Indian Community Police Department, Paradise Valley Police Department, Ft. McDowell Yavapai Nation Police Department

City Council's Broad Goal(s)

Neighborhoods

Basic Equipment

Computers, microscopes, chemicals, vials and flasks, safety clothing and equipment, fume hoods, cameras, weighing balances, film processor, film developer, enlarger, miscellaneous lab tools

Special Equipment

Gas chromatographs/mass spectrometers, fourier transform infrared spectrometer, head space gas chromatograph, 310 genetic analyzers, thermocyclers, firearms comparison microscope, polarizing microscope, hair/fiber comparison microscope, firearms recovery tank, class I and II safety cabinets, digital imaging equipment, automated fingerprint identification system equipment, software to operate all instrumentation, software to operate national DNA database

Resources by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
General Fund Support	\$1,638,932	\$1,105,391	\$1,106,218	\$1,174,695
Special Revenue Fund Fees/Charges/Donations	\$125,043	\$136,686	\$136,686	\$116,155
Grants/Trust Receipts	\$44,041	\$420,000	\$378,729	\$322,300
Total Program Revenues	\$1,808,016	\$1,662,077	\$1,621,633	\$1,613,150

Expenditures by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
Personal Services	\$1,470,698	\$1,033,073	\$1,033,073	\$1,048,190
Contractual Services	108,957	92,064	92,064	124,305
Commodities	133,458	116,940	117,767	118,355
Capital Outlays	50,862	-	-	-
SubTotal	\$1,763,975	\$1,242,077	\$1,242,904	\$1,290,850
Grant/Trust Expenditures	\$44,041	\$420,000	\$378,729	\$322,300
Total Program Budget	\$1,808,016	\$1,662,077	\$1,621,633	\$1,613,150

Performance Measures

Program/Service Outputs: (goods, services, units produced)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
# of blood alcohol analyses performed	1,907	2,101	2,247	2,408
# of DNA analyses performed	44	257	297	330

Program/Service Outcomes: (based on program objectives)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
Achieve 100% blood alcohol analysis within fourteen days of arrest	100%	98%	95%	91%
Achieve 100% DNA analysis within thirty days of submission	100%	98%	80%	75%

Program Staffing

1 Full-time	CRIME LAB MANAGER	1.00
2 Full-time	CRIMINALIST I	2.00
3 Full-time	CRIMINALIST III	3.00
3 Full-time	FINGERPRINT TECH	3.00
1 Full-time	POLICE IDENT SERVICES SUPVR	1.00
1 Full-time	POLICE LATENT PRINT EXAM II	1.00
1 Full-time	POLICE PHOTO LAB TECH	1.00
1 Full-time	POLICE SR LATENT PRINT EXAM	1.00
1 Full-time	POLICE SR PHOTO LAB TECH	1.00
1 Full-time	SECRETARY	1.00
Total Program FTE		15.00

Prior Year Highlights

Prior Year Highlights for City programs are currently being finalized by the staff and will be included in the adopted FY 2004/05 budget.

Program Description

The Crime Analysis program works as an analytical resource to prevent and suppress crime and facilitate the apprehension of criminals. The services are provided through three types of crime analysis. Those types are known as strategic (patrol allocation, problem solving analysis, community policing initiatives), tactical (crime series/pattern identification, case clearances), and administrative (council requests, staff requests, website publications).

Trends

Traditionally, the unit has had to utilize job share employees to assist in the daily coding and monthly reporting of the federally mandated Uniform Crime Reporting Data. The unit was reorganized with the downgrading of a supervisor position to a full-time crime analysis technician. This position should add the stability needed to ensure entry of crime data for analysis, publication of timely Uniform Crime Reports, and generate scheduled analytical reports.

Program Broad Goals

- Provide quality and timely analysis of crime data to support community policing, criminal apprehension, and enhancement of public safety.
- Provide analysis to support the proper allocation of patrol resources.
- Identify current crime series and patterns.

Program 2004/05 Objectives

- Prepare analytical reports that identify problem areas (through calls for service and crime data) and once identified, partner with patrol and crime prevention to prepare a proactive response.
- Ensure the proper level of patrol resources are identified to effectively respond to calls for service, conduct community policing activities, and complete administrative duties. This objective is met through a

monthly reporting process that identifies the proper allocation of patrol resources and analyzes the effectiveness of current deployment practices.

Provide the Federal Bureau of Investigations with accurate Uniform Crime Reporting data. Disseminate the information via bulletin to patrol and investigations. Provide forecasts identifying the most likely location, date, and time frame for the next incident.

Program Provided in Partnership With
Patrol, Investigations, Scottsdale citizens

Program Customers
Police staff, City Council, Patrol, Investigative Services, Scottsdale citizens

City Council's Broad Goal(s)
Neighborhoods

Basic Equipment
Personal computers, 2 CD burners, laser printer, color printer

Special Equipment
Plotter, projection device, software (Statistical Package for the Social Sciences [SPSS], Crime Stat, MapInfo, ArcView, Automated Tactical Analysis of Crime [ATAC], Front Page 98, Microsoft Office

Resources by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
General Fund Support	-	\$291,110	\$291,110	\$278,195
Total Program Revenues	-	\$291,110	\$291,110	\$278,195

Expenditures by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
Personal Services	-	\$286,226	\$286,226	\$275,195
Contractual Services	-	1,884	1,884	-
Commodities	-	3,000	3,000	3,000
Total Program Budget	-	\$291,110	\$291,110	\$278,195

CRIME ANALYSIS

Police Department

Performance Measures

Program/Service Outputs: (goods, services, units produced)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
# of tactical crime bulletins (series/patterns) prepared	n/a	6	12	12
# of patrol allocation bulletins published per year	12	12	12	12

Program/Service Outcomes: (based on program objectives)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
Distribute weekly hotspot reports (Identifies top crime locations in the City)	41	52	52	52
Process special crime statistic requests received from internal personnel, outside agencies, and citizens	261	308	526	550

Program Staffing

2 Part-time	INTERN	1.00
2 Full-time	POLICE ANALYST II	2.00
2 Full-time	POLICE CRIME ANALYST TECH	2.00
Total Program FTE		5.00

Prior Year Highlights

Prior Year Highlights for City programs are currently being finalized by the staff and will be included in the adopted FY 2004/05 budget.

CRIME SCENE PROCESSING

Police Department

Program Description

The Crime Scene Processing program is responsible for examining, processing, and investigating all types of crime scenes for the recognition, collection, and preservation of physical evidence through various methods, which include report writing, photographing, sketching and diagramming, and physical evidence preservation (latent fingerprint processing and collection, footwear and tire track casting, blood spatter interpretation, shooting reconstruction, fluid and trace evidence recovery). Unit personnel also provide court testimony on what and how evidence

Trends

The number of crime scenes requiring response by crime scene personnel for forensic processing is increasing, which in turn requires that the individual crime scene specialist must process a greater number of crime scenes each year. This increase in the number of crime scenes processed by each crime scene specialist has reduced the amount of time that can be spent collecting evidence at any given crime scene and/or it has delayed the response time of the crime scene specialist to their next crime scene. The goal of responding to crime scenes within three hours of receipt will be hampered by an increased caseload on the individual crime scene specialist.

Program Broad Goals

Process all crime scene requests for the collection and preservation of evidence.

Ensure the crime scene unit has the ability and expertise to perform all general and specialized crime scene-processing functions required at crime scenes.

Provide the opportunity for all members of the crime scene unit to obtain crime scene technician certification through the International Association for Identification within the next four years.

Program 2004/05 Objectives

Provide proactive crime scene response to property crimes when available and prior to an officer's response.

Seek grant funding to send personnel to specialized training in advanced blood splatter interpretation and shooting/crime scene reconstruction.

Achieve certification for an additional three members of the crime scene unit.

Program Provided in Partnership With

Investigative Services Bureau, Forensic Services Division, Uniform Services Bureau

Program Customers

Crime Laboratory, Investigative Services Bureau, Uniformed Services Bureau

City Council's Broad Goal(s)

Neighborhoods

Basic Equipment

Personal computer equipment, photocopiers, calculators, flashlights, radio, cellular phones, pagers, two-way radios, uniforms, basic fingerprint processing equipment, 35mm camera equipment, gloves, hard-hat, fire boots, sanitizing equipment, basic packaging equipment, rulers, measuring tapes, hand tools, biohazard disposable suits, safety glasses

Special Equipment

Crime scene vehicles, all equipped for evidence collection and preservation, equipment for the following specialties: shooting and blood spatter interpretation and reconstruction equipment, fluid/DNA recovery, footwear and tire track recovery equipment, gunshot residue recovery, entomology recovery, trace fibers and hair evidence recovery, global positioning systems, laser targeting range finders, metal detectors, specialty packaging supplies, bullet recovery traps

Resources by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
General Fund Support	-	\$559,149	\$559,149	\$578,968
Total Program Revenues	-	\$559,149	\$559,149	\$578,968

Expenditures by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
Personal Services	-	\$504,359	\$504,359	\$518,722
Contractual Services	-	44,690	44,690	49,046
Commodities	-	10,100	10,100	11,200
Total Program Budget	-	\$559,149	\$559,149	\$578,968

CRIME SCENE PROCESSING

Police Department

Performance Measures

Program/Service Outputs: (goods, services, units produced)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
# of crime scenes processed annually	3,107	3,467	3,600	4,100
# of crime scene responses performed per full time employee (FTE)	470	495	514	512

Program/Service Outcomes: (based on program objectives)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
Provide crime scene processing within three hours of request (Goal: 90%)	79%	56%	70%	75%
Obtain crime scene technician certification for all crime scene specialists by FY 2005/06	0	0	3	3

Program Staffing

1 Full-time	POLICE CRIME SCENE SPEC SUPVR	1.00
8 Full-time	POLICE CRIME SCENE SPECIALIST	8.00
Total Program FTE		9.00

Prior Year Highlights

Prior Year Highlights for City programs are currently being finalized by the staff and will be included in the adopted FY 2004/05 budget.

PLANNING, RESEARCH, AND ACCREDITATION

Police Department

Program Description

The Planning, Research and Accreditation program encompasses four distinct responsibilities: (1) strategic planning - responsible for developing, implementing and tracking of the Police Department's strategic plan; (2) research and administrative staff support - responsible for responding to requests for management information and reports, and assisting in workflow analysis and performance measurements (3) policy development/maintenance - responsible to develop, track and archive the police department policies, procedures, rules and regulations in accordance with the accepted policing standards; and (4) accreditation - responsible for maintaining compliance with the accreditation standards set forth by the Commission on Accreditation for Law Enforcement Agencies (CALEA) through inspections, audits, assessments and on-site reviews to ensure the adherence to departmental policy and General Orders as they relate to accreditation.

Trends

The demand for administrative research, studies and reports will increase. The strategic plan will require annual review and update. Policies will require on-going revision/updates and updates and will undergo formatting and process changes. Accreditation status will be maintained and compliance files will be audited and updated with compliance documentation.

Program Broad Goals

Maintain and update well-written, legally sound policy and procedure documents in accordance with international best practices and accepted standards of excellence in policing.

Develop and implement a department wide strategic planning process which results in the publication of a strategic plan and development of associated measures for tracking progress toward stated goals and objectives.

Provide research and analytical support to the department.

Program 2004/05 Objectives

Maintain the status of accredited police agency in 2004 and future years.

Distribute the strategic plan with revised goals and objectives for FY 2004/05. Modify performance measures to track progress toward strategic goals and objectives for FY 2004/05.

Respond to requests for management reports and statistical information, complete research on best practices, and perform workflow and performance measurement services in support of police initiatives.

Program Provided in Partnership With

Police management, department employees, City Attorney staff, Commission on Accreditation for Law Enforcement Agencies.

Program Customers

Scottsdale Citizens, police employees

City Council's Broad Goal(s)

Neighborhoods

Basic Equipment

Personal computers, basic office equipment

Special Equipment

None

Resources by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
General Fund Support	-	\$419,826	\$419,826	\$356,975
Total Program Revenues	-	\$419,826	\$419,826	\$356,975

Expenditures by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
Personal Services	-	\$410,754	\$410,754	\$347,605
Contractual Services	-	7,072	7,072	7,820
Commodities	-	2,000	2,000	1,550
Total Program Budget	-	\$419,826	\$419,826	\$356,975

Performance Measures

Program/Service Outputs: (goods, services, units produced)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
# of new/revised policies distributed	43	30	50	45
# of planning, research, grant, and administrative projects completed	n/a	15	25	25

Program/Service Outcomes: (based on program objectives)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
Achieve 100% of documents required for compliance filed in the required Commission on Accreditation of Law Enforcement Agencies (CALEA) standard files	n/a	100%	100%	100%
Achieve 95% of the departmental objectives stated in the annual strategic plan	n/a	95%	95%	95%

Program Staffing

1 Full-time	POLICE ANALYST	1.00
1 Full-time	POLICE ANALYST II	1.00
1 Full-time	POLICE PLANNING & TECH MGR	1.00
1 Full-time	POLICE POLICY DEV SPECIALIST	1.00
1 Full-time	POLICE SUPPORT SPECIALIST	1.00
Total Program FTE		5.00

Prior Year Highlights

Prior Year Highlights for City programs are currently being finalized by the staff and will be included in the adopted FY 2004/05 budget.

EMERGENCY SERVICES

Program Description

The Emergency Services program provides administration of the City's contract with Rural/Metro for emergency fire and medical services; provides emergency planning assistance; oversees design and construction of public safety facilities; and assists the Office of the Police Chief with homeland security planning and implementation.

Trends

Monitor delivery of fire service trends in terms of the changing City demographics and build out through response times and exception reports submitted by the fire department. To maintain and enhance service delivery to the citizens of Scottsdale with respect to the increased population, changing demographics, and geographic density, new facilities are required and existing facilities remodeled to better support this effort.

Program Broad Goals

Provide effective monitoring and administration of fire and emergency medical service (EMS) to ensure delivery of services in an efficient and effective manner. Strategically plan for provision of fire and EMS services as the City continues to grow according to Council direction.

Develop a Citywide comprehensive emergency management planning program to enhance citizen safety and integrate the City's emergency programs with County, State and Federally mandated guidelines to protect citizens from man-made and/or natural emergency situations.

Manage public safety capital facility projects to provide efficient/effective controls for these complex construction projects.

Resources by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
Grants/Trust Receipts	\$119,720	\$1,400,000	\$1,405,000	\$3,077,470
General Fund Support	\$767,752	\$280,829	\$319,324	\$287,787
Total Program Revenues	\$887,472	\$1,680,829	\$1,724,324	\$3,365,257

Expenditures by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
Personal Services	\$351,490	\$225,955	\$225,955	\$230,661
Contractual Services	410,815	54,474	92,963	56,726
Commodities	5,447	400	406	400
SubTotal	\$767,752	\$280,829	\$319,324	\$287,787
Grant/Trust Expenditures	\$119,720	\$1,400,000	\$1,405,000	\$3,077,470
Total Program Budget	\$887,472	\$1,680,829	\$1,724,324	\$3,365,257

Program 2004/05 Objectives

Continued acquisition of equipment, training and planning for Weapons of Mass Destruction and other emergency incidents through federal grant programs.

Continued to implement the design and construction of facilities funded by public safety bond projects at the direction of Council.

Continued provision of fire service as indicated by Council direction and strategic planning.

Program Provided in Partnership With

Rural/Metro Fire Department, Capital Projects Management, Police, City staff, State of Arizona, Maricopa County Government, Emergency Management, Scottsdale citizens

Program Customers

City Council, City Manager, City employees, Scottsdale citizens

City Council's Broad Goal(s)

Neighborhoods

Basic Equipment

Personal computers, printers, digital camera, video camera, fax machine, text pagers, Proxima

Special Equipment

SmartStream software, vehicles, police/fire radios, satellite phones, City emergency cell phones, fire personal protective gear, firefighter rescue equipment, electrical grid maps.

EMERGENCY SERVICES

Police Department

Performance Measures

Program/Service Outputs: (goods, services, units produced)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
# of Fire/EMS exception reports prepared	2,885	3,200	3,417	4,000
# of citizen inquiries processed	292	200	200	200

Program/Service Outcomes: (based on program objectives)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
Ensure 94% or higher compliance of response time standards (specified in Fire contract)	94%	94%	96%	96%

Program Staffing

1 Full-time	EMERGENCY SERVICES COORD	1.00
1 Full-time	EMERGENCY SERVICES OFFICER	1.00
1 Full-time	ADMINISTRATIVE SECRETARY	1.00
Total Program FTE		3.00

Prior Year Highlights

Prior Year Highlights for City programs are currently being finalized by the staff and will be included in the adopted FY 2004/05 budget.

CITY FACILITY & WORKPLACE SECURITY

Police Department

Program Description

The City Facility and Workplace Security program develops and administers comprehensive security programs, including policies, procedures, employee training, education, and physical security applications in order to provide a safe, secure work environment and protect City assets.

Trends

Security of City facilities and assets is of paramount concern. Continual security assessment, planning and implementation are critical due to the threats created by local criminal activity, disgruntled employees and/or citizens, domestic and/or international terrorism. Potential workplace violence incidents are generally recognized as remaining steady under "normal" socio-economic times. An increase in incidents should be expected in times of financial, social and political instability, due to the increased stress and uncertainty caused by these situations. Increased training will also increase the number of incidents being reported by raising the awareness levels of City employees to the trends and behaviors associated with this phenomenon.

Program Broad Goals

Develop and administer security policies and procedures as part of a comprehensive security program for the protection of City personnel and assets. Policy and procedural development will focus on the management of both routine and emergency security incidents.

Coordinate and manage all aspects of physical security for City facilities. Program coordination involves the consolidation of access control functions, facility panic alarm monitoring, as well as security guard service personnel working in a coordinated effort.

Provide training and education to employees regarding workplace safety and security to better enable them to manage both routine and emergency situations. Examples of training would include workplace violence awareness, personal safety, and alarm systems operations.

Resources by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
General Fund Support	-	\$396,433	\$435,933	\$1,323,310
Total Program Revenues	-	\$396,433	\$435,933	\$1,323,310

Expenditures by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
Personal Services	-	\$86,301	\$86,301	\$495,799
Contractual Services	-	306,132	345,632	807,911
Commodities	-	4,000	4,000	13,000
Capital Outlays	-	-	-	6,600
Total Program Budget	-	\$396,433	\$435,933	\$1,323,310

Program 2004/05 Objectives

Consolidate all electronic faculty access control. Upgrade existing systems to an enterprise solution using the Hirsch Velocity platform. Identify and implement opportunities for enhanced security credentials such as proximity cards, smart cards, and biometric technologies.

Consolidate and administer alarm monitoring and response capabilities for all City facility burglary and fire alarm systems. Conduct cost benefit analysis and develop appropriate transition plan to consolidate alarm-monitoring services under one Citywide service provider.

Develop a program to investigate and respond to potential workplace violence incidents. This will entail the development of policies and procedures, the organization and training of key City staff as part of a core threat assessment team, as well as development of a training program for line management in behavioral awareness and prevention techniques.

Program Provided in Partnership With

Police, Facilities, Risk Management, Human Resources

Program Customers

Scottsdale citizens, City employees

City Council's Broad Goal(s)

Neighborhoods

Basic Equipment

Personal computer, printer, two-way text pager, palm pilot, guard cell phones

Special Equipment

Access control computer and components, Hirsch SAM, Momentum, and Velocity software, Micro Key panic alarm software, closed circuit television systems, burglary and panic alarm systems, guard tour tracking systems

CITY FACILITY & WORKPLACE SECURITY

Police Department

Performance Measures

Program/Service Outputs: (goods, services, units produced)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
# of reported incidents of potential workplace violence investigated	6	12	18	22
# of security assessments of City facilities performed	18	12	14	16

Program/Service Outcomes: (based on program objectives)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
Test 90% or more of the panic alarm systems monthly	10%	25%	75%	90%
Audit 90% or more of the facility access control systems semi-annually	25%	25%	75%	90%

Program Staffing

1 Full-time	WORKPLACE SECURITY COORD	1.00
Total Program FTE		1.00

Prior Year Highlights

Prior Year Highlights for City programs are currently being finalized by the staff and will be included in the adopted FY 2004/05 budget.

FALSE ALARM REDUCTION PROGRAM

Police Department

Program Description

The False Alarm Reduction Program is responsible for administering and tracking the City false alarm reduction program. The City's Tax and License Division is responsible for the receipt and billing of annual alarm permits and false alarms.

Trends

With continued population growth and business development in the City, numbers of alarm systems will increase. Anticipated calls for service if unchecked would increase as well, and it is necessary to aggressively continue education for citizens, alarms companies and responders to control and minimize the number of false activations.

Program Broad Goals

Monitor police and fire alarm response to reduce false dispatches, to free up police officer time for community based policing and crime reduction activities, and create more available time for fire to respond to emergency responses.

Continue educating the end user through alarm schools to reduce the number of false activations which results in a police response.

Work with police staff to properly code and identify problem areas, reduce incidents of false dispatches, and to strengthen enforcement through modification of the City alarm code.

Program 2004/05 Objectives

Continue to reduce incidents of false dispatches through education of alarm users, companies, and dispatch personnel (public and private).

Increase awareness for 9-1-1 dispatches and responding police officers to the provisions of the City alarm code and its impact on their interaction with the alarm user and alarm industry.

Continue to identify unlicensed members of the alarm industry and users and bring them into compliance with the new City alarm code.

Program Provided in Partnership With

Tax & License, City Attorney, Police, alarm industry

Program Customers

Scottsdale citizens, City employees

City Council's Broad Goal(s)

Neighborhoods

Basic Equipment

Personal computer, laptop computer, fax machine, calculator, tape recorder, scanner

Special Equipment

Computer aided dispatch access, Banner access, police/fire radios, alarm tracking software, info image software and license.

Resources by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
General Fund Support	-	\$55,202	\$55,202	\$59,868
Total Program Revenues	-	\$55,202	\$55,202	\$59,868

Expenditures by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
Personal Services	-	\$54,436	\$54,436	\$54,868
Contractual Services	-	766	766	5,000
Total Program Budget	-	\$55,202	\$55,202	\$59,868

FALSE ALARM REDUCTION PROGRAM

Police Department

Performance Measures

Program/Service Outputs: (goods, services, units produced)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
Maintain licensed alarm users records	27,012	27,300	27,550	27,800
# of false activations processed	22,804	22,348	21,902	21,464

Program/Service Outcomes: (based on program objectives)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
Reduce false alarm dispatches/responses to less than .80 (based on a false alarm ratio dividing the # of activations by the increasing # of alarm users)	.84	.81	.79	.77
Initiate 1,600 or more citizen contacts per year	1,775	1,200	1,400	1,600

Program Staffing

1 Full-time POLICE ALARM COORD	1.00
Total Program FTE	1.00

Prior Year Highlights

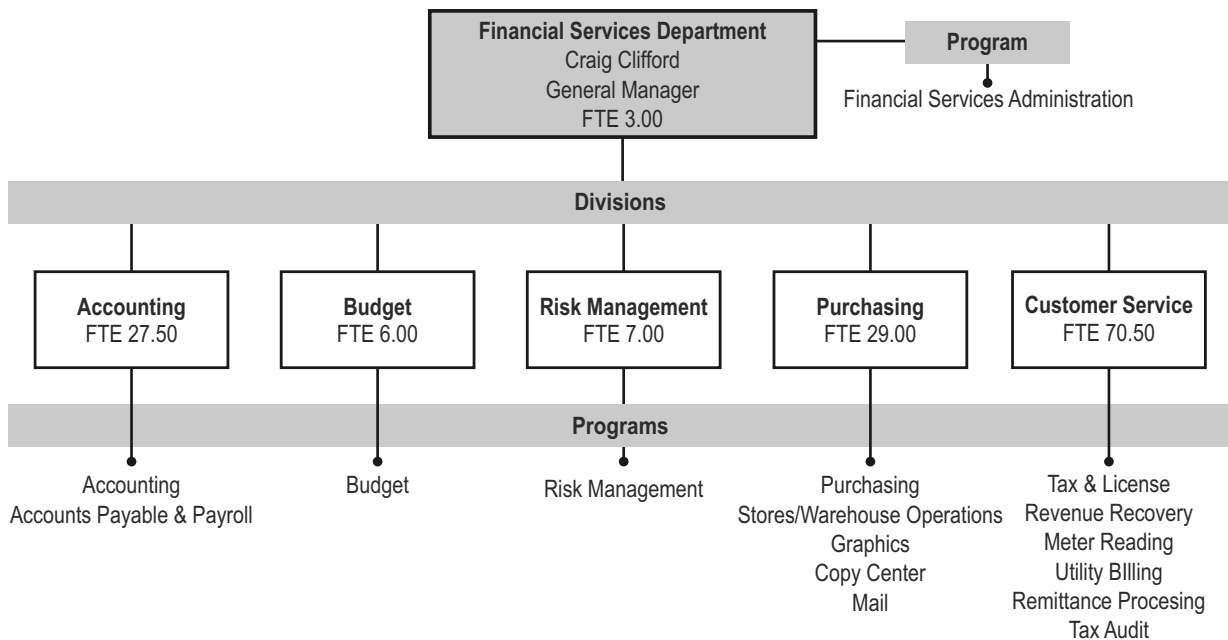
Prior Year Highlights for City programs are currently being finalized by the staff and will be included in the adopted FY 2004/05 budget.



Financial Services Department

Mission

Provide personalized quality service and innovative solutions - each of us continually striving to understand our customer's individual needs and expectations while working together to develop and maintain systems and strategies to ensure that our quality commitment is timeless.



Departmental Staffing

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
Full-time Equivalent (FTE)	144.50	144.50	140.50	143.00
% of City's FTE's				6.7%

Departmental Expenditures by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
Personal Services	\$7,877,482	\$8,335,665	\$8,313,609	\$8,586,713
Contractual Services	7,425,940	7,458,990	7,511,338	7,323,922
Commodities	(101,233)	(282,164)	(271,618)	(234,837)
Capital Outlays	41	-	-	-
Total Program Budget	\$15,202,230	\$15,512,491	\$15,553,329	\$15,675,798
% of City's Total Program Operating Budget				5.2%

FINANCIAL PLANNING AND ADMINISTRATION

Financial Services Department

Program Description

The Financial Planning and Administration program coordinates the Financial Services Department's operations, facilitates Citywide financial planning, manages the City's short-term and long-term debt, coordinates the financing of City projects, and provides City management with current information concerning economic conditions and the potential fiscal impact to Scottsdale.

Trends

Beginning to see slow improvement in the local economy, although the construction sector is forecast to be less of a factor than during the 90's.

Market rates remain historically low providing an opportunity to move forward on some debt refundings as well as providing a favorable market for new bond issuance to fund the City's capital plan.

Program Broad Goals

Maintain and enhance strategic financial plan elements and ensure the continued financial stability for the City of Scottsdale.

Develop financial policies, prepare strategic forecasts and assist others in developing long-term financial models to prudently manage assets and identify the City's capacity to fund future service and capital needs.

Seek optimum financing structure to mitigate debt service costs, while reinforcing our solid standing with credit rating agencies and maintain or improve Scottsdale's excellent bond ratings.

Diversify and enhance revenue sources, mitigate expenses and debt service costs, evaluate cash flow, and issue bonds when necessary to fund the City's capital program.

Program 2004/05 Objectives

Manage expenditures very tightly, as the economy recovers and our revenue picture improves.

Continue the open position review process, with a focus on budget reductions by finding cost savings and operational efficiencies.

Carefully evaluate cashflow needs to manage General Fund contributions to capital projects, streamline our operations, and look to stabilize our retail privilege tax base.

Program Provided in Partnership With

Mayor & City Council, City Management, City Staff

Program Customers

Mayor & City Council, City Management, City employees, Scottsdale citizens

City Council's Broad Goal(s)

Fiscal and Resource Management

Basic Equipment

Personal computers, Microsoft Office Suite, 10-key calculators, network printers, telephone, Fax machines, copier

Special Equipment

SmartStream financial software

Resources by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
General Fund Support	\$508,941	\$356,456	\$356,456	\$370,504
Total Program Revenues	\$508,941	\$356,456	\$356,456	\$370,504

Expenditures by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
Personal Services	\$466,382	\$311,544	\$311,544	\$325,547
Contractual Services	36,967	38,732	38,732	38,277
Commodities	5,592	6,180	6,180	6,680
Total Program Budget	\$508,941	\$356,456	\$356,456	\$370,504

FINANCIAL PLANNING AND ADMINISTRATION

Financial Services Department

Performance Measures

Program/Service Outputs: (goods, services, units produced)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
% of total cash actively invested	99.9%	99.9%	99.9%	99.9%
Weighted average yield on investments	4.04%	2.50%	2.75%	3.0%

Program/Service Outcomes: (based on program objectives)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
Maintain or improve General Obligation Bond rating which contributes to lower cost of debt	Moody's Aaa S&P AAA Fitch AAA	Moody's Aaa S&P AAA Fitch AAA	Moody's Aaa S&P AAA Fitch AAA	Moody's Aaa S&P AAA Fitch AAA
% of fees and charges examined annually to ensure they recover all direct and indirect costs of service. (Enterprise, non-enterprise, and development impact fees)	100%	100%	100%	100%

Program Staffing

1 Full-time	ADMINISTRATIVE SECRETARY	1.00
1 Full-time	FINANCE MANAGER	1.00
1 Full-time	GENERAL MANAGER	1.00
Total Program FTE		3.00

Prior Year Highlights

Prior Year Highlights for City programs are currently being finalized by the staff and will be included in the adopted FY 2004/05 budget.

Program Description

The Accounting program maintains the City's financial systems and fiscal controls over: Special Assessments, Cash and Investments, Fixed Assets, and Grants. In addition, the program provides in-house training, guidance and support to City staff related to financial controls, systems, laws and policies & procedures. The program is also responsible for the coordination of the financial statement audit and preparation of the City's annual financial statements, grant compliance, expenditure limitation reports per Arizona Revised Statute and City Code, and the preparation of special and monthly reports.

Trends

Increased banking charges related to credit card acceptance and e-government initiatives throughout the City continue to result in increases to the program budget. Accounting staff continues to be responsive to all program budget changes, which affect the accounting system and financial reporting. The division supports the integration of the budget with the financial system. The shift to a greater number of programs will increase the number of adjustments that must be made on a monthly basis in order to breakout costs accurately.

Program Broad Goals

Develop and Maintain Integrated Financial Systems - Develop and administer the various financial operating and internal control systems to ensure data integrity and ease of financial information tracking.

Provide Financial Information to Stakeholders - Prepare and distribute financial information to interested stakeholders, i.e., citizens, media, financial institutions, and City staff on which they can make informed judgments and decisions about City operations and finances.

Resources by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
General Fund Support	\$2,175,573	\$1,507,517	\$1,579,877	\$1,491,995
Total Program Revenues	\$2,175,573	\$1,507,517	\$1,579,877	\$1,491,995

Expenditures by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
Personal Services	\$1,425,230	\$806,823	\$806,823	\$849,549
Contractual Services	736,582	688,334	760,694	630,026
Commodities	13,762	12,360	12,360	12,420
Total Program Budget	\$2,175,573	\$1,507,517	\$1,579,877	\$1,491,995

Be a Financial and Administrative Consultant to Departments - Provide training, advice, tools and support to departmental customers and City Council to increase their financial knowledge and confidence with their administrative responsibilities.

Program 2004/05 Objectives

Maintain the City's accounting and financial reporting systems in conformance with all state and federal laws, Generally Accepted Accounting Principles (GAAP) and standards of the Governmental Accounting Standards Board (GASB) and the Government Finance Officers Association (GFOA).

Maintain financial systems internal controls to monitor expenditures and program performance on an ongoing basis.

Produce financial reports and make available on the City's intranet site no later than 5 working days after the last business day of the month.

Program Provided in Partnership With

Accounts Payable & Payroll, Budget

Program Customers

City Council, City employees, Scottsdale citizens, investors, news media, creditors, Budget program

City Council's Broad Goal(s)

Fiscal and Resource Management

Basic Equipment

Personal computers, Microsoft Office Suite, 10-key calculators, network printers, telephone, Fax machines, copier

Special Equipment

SmartStream financial software, COGNOS impromptu report writer, Cashier for Windows (cashiering software), D-Fast (Special Assessments Software), Internet Banking, Intranet, Desktop Publishing Software, Printing

Performance Measures

Program/Service Outputs: (goods, services, units produced)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
% of monthly closes within 5 working days of month-end	100%	100%	100%	100%
# of journal entry/budget transfers processed annually	5,736	5,578	5,600	5,700

Program/Service Outcomes: (based on program objectives)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
Annual audit and single audit opinions from external auditors and unqualified with an opinion date of September 15th or prior.	9/14/01	9/13/02	9/14/03	9/14/04
Comprehensive Annual Financial Report in conformance with GAAP and meets GFOA financial reporting excellence benchmarks	Yes	Yes	Yes	Yes

Program Staffing

4 Full-time	ACCOUNTING COORD	4.00
1 Full-time	ACCOUNTING DIRECTOR	1.00
2 Part-time	ACCOUNTING TECH	1.00
1 Full-time	ADMINISTRATIVE SECRETARY	1.00
1 Full-time	ENTERPRISE FINANCE MANAGER	1.00
2 Full-time	SR ACCOUNTING CLERK	2.00
3 Full-time	SYSTEMS INTEGRATOR	3.00
Total Program FTE		13.00

Prior Year Highlights

Prior Year Highlights for City programs are currently being finalized by the staff and will be included in the adopted FY 2004/05 budget.

Program Description

The Accounts payable and Payroll program develops, implements and maintains payment processes in compliance with all Federal, State, and City regulations.

Trends

The total invoices processed count (decreased by the procurement card program) is expected to increase due to the reduction in the number of procurement cards available to staff for purchases. Also, as new and innovative benefit and compensation programs are developed, the workload in payroll is increased by their requirement to ensure compliance with all federal laws, to create system integrations and formulas, and to administer and process the programs through the payroll system. Some of these negative impacts may be offset by the practice of delaying recruitments for hiring and a general reduction in the number of expenditures made by City departments.

Program Broad Goals

Develop and Maintain Integrated Financial Systems - Develop and administer the various financial operating and internal control systems to ensure data integrity and ease of financial information tracking.

Provide Financial Information to Stakeholders - Prepare and distribute financial information to interested stakeholders, i.e., citizens, media, financial institutions, and City staff on which they can make informed judgments and decisions about City operations and finances.

Develop and implement efficient and effective payment processes- Ensure payroll and accounts payable transactions are processed in a timely, efficient and accurate manner.

Program 2004/05 Objectives

Continue to maintain all systems, payroll and accounts payable transactions, and records in conformance with all State and Federal laws, and City administrative regulations.

Complete all payroll processes by 3 p.m. on payroll week and maintain a backlog of accounts payable invoices, which is 3 days, or less.

Upgrade City's timekeeping system (Webtime). Also, complete post implementation tasks for TotalHr/Payroll system (customizations, integrations, enhancements, etc.)

Program Provided in Partnership With

Human Resources, Accounting, Budget, departmental timekeepers, SP3s

Program Customers

City Council, City employees, Scottsdale citizens, vendors, news media

City Council's Broad Goal(s)

Fiscal and Resource Management

Basic Equipment

Personal computers, Microsoft Office Suite, 10-key calculators, network printers, telephone, Fax machines, copier

Special Equipment

SmartStream financial software, TotalHR (human resources/payroll) financial software, Webtime (timekeeping) software, check sealer

Resources by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
General Fund Support	-	\$865,114	\$863,464	\$910,308
Total Program Revenues	-	\$865,114	\$863,464	\$910,308

Expenditures by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
Personal Services	-	\$748,673	\$748,673	\$779,436
Contractual Services	-	103,991	103,991	116,728
Commodities	-	12,450	10,800	14,144
Total Program Budget	-	\$865,114	\$863,464	\$910,308

ACCOUNTS PAYABLE & PAYROLL

Financial Services Department

Performance Measures

Program/Service Outputs: (goods, services, units produced)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
# of payroll checks and direct deposits processed	62,127	61,581	61,581	61,581
# of accounts payable checks issued	35,636	36,614	37,712	38,843

Program/Service Outcomes: (based on program objectives)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
% of time Payroll processed biweekly by 3 p.m. on Thursday	100%	100%	100%	100%
% of time that the backlog of invoices is 3 days or less	100%	100%	100%	100%

Program Staffing

2 Part-time	ACCOUNTING CLERK	1.00
4 Full-time	ACCOUNTING CLERK	4.00
1 Full-time	LEAD ACCT PAYABLE SPECIALIST	1.00
1 Full-time	PAYABLES MANAGER	1.00
4 Full-time	PAYROLL SPECIALIST	4.00
1 Part-time	PAYROLL SPECIALIST	0.50
2 Full-time	SYSTEMS INTEGRATOR	2.00
1 Full-time	TECH SPECIALIST	1.00
Total Program FTE		14.50

Prior Year Highlights

Prior Year Highlights for City programs are currently being finalized by the staff and will be included in the adopted FY 2004/05 budget.

Program Description

The Budget program is responsible for the preparation and adoption of the City's annual budget per the terms of the Arizona Revised Statute and City Code. It coordinates the development and the ongoing monitoring of the Citywide operating and capital budgets on behalf of the City Manager. Embodied within this process is the preparation of the Five-Year Financial Plan, and assisting the Citizen Bond Review Commission, City Council Budget Subcommittee and citizens with their questions regarding the City's budget.

Trends

Budget was prepared using a slightly better economic forecast than the City has seen in the past three years. The improving conditions do not come close to the robust growth experienced by the City in the mid-1990s. After an extended period of positive economic growth for the City and the nation, the City has prepared a budget that reflects modest economic improvement in the local, state and national economies. However, continuing uncertainty about the suitability of the emerging economic recovery from possible acts of terrorism, slow job growth and unemployment, and the State of Arizona's budget problems do not increase the odds of a rapidly improving local economy. Additionally, the drop in tourism is hurting some of the City's main industries, tourism and hospitality, and inevitably impact the City's privilege tax and transient occupancy tax revenues.

Program Broad Goals

Prepare a balanced Five-year Financial Plan of all of the City's revenue and expenditures.

Prepare a balanced annual operating and capital budget that effectively addresses City Council's broad goals and complies with all applicable federal, state and local requirements.

Program 2004/05 Objectives

Continue working collaboratively with the Capital Project Management staff to improve the Capital Improvement Plan (CIP) cash flow requirements analysis and reporting to minimize the likelihood of premature and excessive cash transfers from the General Fund to the CIP.

Continue building and refining the City's program information to facilitate a more comprehensive review of the City's operating budget which contributes to more effective policy debates and decisions.

Continue to develop an effective citizen budget input process for the City Manager and City Council.

Program Provided in Partnership With

City Manager, Accounting, Risk Management, Capital Project Management, Accounts Payable & Payroll, Fleet

Program Customers

City Council, City Manager, City employees, Citizen Bond Review Commission, City Council Budget Subcommittee, Scottsdale citizens and businesses

City Council's Broad Goal(s)

Fiscal and Resource Management

Basic Equipment

Personal computers, Microsoft Office Suite, 10-key calculators, network printers, telephone, Fax machines, copier

Special Equipment

SmartStream financial software, Desktop Publishing Software

Resources by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
General Fund Support	\$456,905	\$528,687	\$528,687	\$539,734
Total Program Revenues	\$456,905	\$528,687	\$528,687	\$539,734

Expenditures by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
Personal Services	\$427,528	\$479,031	\$479,031	\$503,715
Contractual Services	25,816	43,758	43,758	30,154
Commodities	3,562	5,898	5,898	5,865
Total Program Budget	\$456,905	\$528,687	\$528,687	\$539,734

BUDGET

Financial Services Department

Performance Measures

Program/Service Outputs: (goods, services, units produced)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
% of monthly Citywide revenue monitoring reports prepared timely and reviewed	100%	100%	100%	100%
Budget meets or exceeds all requirements and GFOA reporting excellence benchmarks	Yes Especially Notable	Yes Especially Notable	Yes	Yes

Program/Service Outcomes: (based on program objectives)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
% of Capital Improvement Plans in compliance with the City's adopted Financial Policies	100%	100%	100%	100%
Produce a balanced 5-year plan of revenues and expenditures	In Compliance	In Compliance	In Compliance	Non-Compliance

Program Staffing

3 Full-time	SR BUDGET ANALYST	3.00
1 Full-time	BUDGET DIRECTOR	1.00
1 Full-time	MULTIMEDIA COMM COORD	1.00
1 Full-time	BUDGET ANALYST	1.00
Total Program FTE		6.00

Prior Year Highlights

Prior Year Highlights for City programs are currently being finalized by the staff and will be included in the adopted FY 2004/05 budget.

Program Description

The Risk Management program coordinates the City's safety and risk management function, including the procurement of insurance; investigates and adjusts claims in the areas of property loss, liability, workers' compensation; Occupational Safety and Health Administration (OSHA); and unemployment compensation exposures; and assists in the preparation of fiscal impact statements and negotiation in the area of employee health benefits. This budget is offset by internal service "user rates" charged to other City operating departments.

Trends

The City has experienced a dramatic increase in property-casualty insurance premiums since the September 11, 2001 terrorist attacks. The international insurance markets are moderating somewhat, but premiums will continue at very high levels for the next several years.

Program Broad Goals

- Reduce and contain the financial impact of liability and employee accident claims against the City to reduce costs to taxpayers.
- Provide safety in the workplace through highly visible efforts and programs.
- Maintain OSHA Voluntary Protection Program (VPP) Star certification.

Program 2004/05 Objectives

- Achieve the most cost effective excess insurance program for the premium funding available.
- Maintain financial health of Loss Trust Fund.
- Keep total risk expenditures to less than 2% of overall City operating budget.

Program Provided in Partnership With

City Attorney, Human Resources, Purchasing, Contract Administrators, Fleet, Police Accident Investigation Unit, Accounting

Program Customers

City employees at all levels, Scottsdale citizens, outside defense attorneys, AZ Industrial Commission, AZ Insurance Commission, AZ Department of Economic Security, AZ Occupational Safety and Health Administration (OSHA), Loss Trust Fund Advisory Trustees

City Council's Broad Goal(s)

Fiscal and Resource Management

Basic Equipment

Personal computers, Microsoft Office Suite, 10-key calculators, network printers, telephone, Fax machines, copier

Special Equipment

Risk Manager software, SmartStream financial software, radio, cell phones, pagers, City vehicle

Resources by Type				
	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
Internal Service Fund Charges/Support	\$4,896,941	\$5,236,477	\$5,275,580	\$5,233,224
Total Program Revenues	\$4,896,941	\$5,236,477	\$5,275,580	\$5,233,224
Expenditures by Type				
	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
Personal Services	\$477,336	\$487,074	\$487,074	\$502,736
Contractual Services	4,330,551	4,707,163	4,741,576	4,687,988
Commodities	89,013	42,240	46,930	42,500
Capital Outlays	41	-	-	-
Total Program Budget	\$4,896,941	\$5,236,477	\$5,275,580	\$5,233,224

RISK MANAGEMENT

Financial Services Department

Performance Measures

Program/Service Outputs: (goods, services, units produced)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
Premiums for excess insurance program	\$978,031	\$1,461,982	\$1,636,002	\$1,636,002

Program/Service Outcomes: (based on program objectives)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
Maintain Risk Management budget to within 2% of City's operating budget	2.13%	1.90%	1.90%	1.90%
Fund the City's Loss Trust Fund to minimum of 100% of the Actuary's recommended fund balance	111%	110%	110%	110%

Program Staffing

1 Full-time	ADMINISTRATIVE SECRETARY	1.00
1 Full-time	CLAIMS MANAGER	1.00
1 Full-time	CONTRACT COORD	1.00
1 Full-time	RISK MANAGEMENT DIRECTOR	1.00
1 Full-time	RISK SERVICES MANAGER	1.00
1 Full-time	SUPPORT SPECIALIST	1.00
1 Full-time	WRKERS COMPENS CLAIMS SPEC	1.00
Total Program FTE		7.00

Prior Year Highlights

Prior Year Highlights for City programs are currently being finalized by the staff and will be included in the adopted FY 2004/05 budget.

Program Description

The Purchasing program is responsible for the acquisition and/or facilitation of all materials, services, and construction required by the City and provides assistance to Contract Administrators. It analyzes products for their environmental impact, actively seeks environmentally friendly products, and promotes opportunities for Minority Business Enterprises (MBE) and Women-owned Business Enterprises (WBE).

Trends

All public procurement programs are using more electronic means of buying, bidding, and contracting. Scottsdale Purchasing is studying opportunities for using the State of Arizona Bidder Registration System. A joint system will allow bidders a one stop registration for many public agencies.

Program Broad Goals

Implement flexible procurement processes and secure long-term contracts and advantageous pricing arrangements (procurement cards, on-line ordering, cooperative purchasing, etc.) to continue to reduce processing costs.

Educate City staff so they can make informed judgments and decisions about best value procurement of goods and services.

Create a broad and diverse vendor base for the City by sponsoring trade fairs and other outreach programs for minority and women-

owned businesses to heighten the awareness of purchasing opportunities for emerging and disadvantaged businesses.

Program 2004/05 Objectives

Expand the number of contracts that are available for City departments to procure goods on their own.

Increase the opportunities for minority owned businesses and women owned businesses to do business with Scottsdale.

Program Provided in Partnership With

All City departments, business community

Program Customers

Mayor, City Council, City Manager, all City departments, business community

City Council's Broad Goal(s)

Fiscal and Resource Management

Basic Equipment

Personal computers, Microsoft Office Suite, 10-key calculators, network printers, telephone, Fax machines, copier

Special Equipment

SmartStream financial software

Resources by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
General Fund Support	\$1,090,492	\$1,149,249	\$1,150,514	\$1,101,475
Total Program Revenues	\$1,090,492	\$1,149,249	\$1,150,514	\$1,101,475

Expenditures by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
Personal Services	\$986,195	\$1,054,920	\$1,054,920	\$1,003,510
Contractual Services	82,616	78,349	78,649	81,985
Commodities	21,681	15,980	16,945	15,980
Total Program Budget	\$1,090,492	\$1,149,249	\$1,150,514	\$1,101,475

Performance Measures

Program/Service Outputs: (goods, services, units produced)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
# of Purchase Orders	8,531	10,212	12,254	14,705

Program/Service Outcomes: (based on program objectives)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
# of long term contracts in place	245	255	270	295

Program Staffing

1 Full-time	ADMINISTRATIVE SECRETARY	1.00
1 Full-time	BID & CONTRACT ASSISTANT	1.00
1 Full-time	BID & CONTRACT COORD	1.00
3 Full-time	BID & CONTRACT SPECIALIST	3.00
3 Full-time	BUYER	3.00
1 Full-time	PURCHASING CLERK	1.00
1 Full-time	PURCHASING DIRECTOR	1.00
1 Full-time	PURCHASING MANAGER	1.00
1 Full-time	PURCHASING OPER MANAGER	1.00
1 Full-time	PURCHASING TECH	1.00
1 Full-time	TECH SPECIALIST	1.00

Total Program FTE 15.00

Prior Year Highlights

Prior Year Highlights for City programs are currently being finalized by the staff and will be included in the adopted FY 2004/05 budget.

STORES/WAREHOUSE OPERATIONS

Financial Services Department

Program Description

The Stores and Warehouse Operations program maintains and dispenses inventory items, manages surplus property and acts as a short-term storage facility.

Trends

More staff time is devoted to the proper disposal of environmentally sensitive assets. With just-in-time purchasing, more short-term storage space is needed vs. long-term storage. The Warehouse is being developed as a first line defense against improper packages entering into the Scottsdale work place.

Program Broad Goals

Receive goods at the Warehouse, provide security screening, and distribute to all City departments.

Receive, recycle, store and dispose of surplus property.

Receive and dispose of waste, batteries, ballasts, lamps, toner cartridges, and inkjet cartridges.

Program 2004/05 Objectives

Develop security systems that ensure dangerous items do not enter into the city work place.

Develop better systems to account for the disposition of high-risk materials.

Develop inventory lists, storage locations, delivery routes, and work plans for a new municipal fire station.

Program Provided in Partnership With

All City departments, business community

Program Customers

City departments, business community

City Council's Broad Goal(s)

Fiscal and Resource Management

Basic Equipment

Personal computers, Microsoft Office Suite, 10-key calculators, network printers, telephone, Fax machines, copier

Special Equipment

SmartStream financial software, vehicles, forklifts, cell phone

Resources by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
General Fund Support	\$467,394	\$307,017	\$307,017	\$312,227
Total Program Revenues	\$467,394	\$307,017	\$307,017	\$312,227

Expenditures by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
Personal Services	\$257,504	\$270,278	\$270,278	\$277,238
Contractual Services	34,598	34,589	34,589	33,089
Commodities	175,293	2,150	2,150	1,900
Total Program Budget	\$467,394	\$307,017	\$307,017	\$312,227

STORES/WAREHOUSE OPERATIONS *Financial Services Department*

Performance Measures

Program/Service Outputs: (goods, services, units produced)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
# of offers to purchase	8	8	8	9

Program/Service Outcomes: (based on program objectives)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
Dollars saved by the City through the use of surplus property	\$49,154	\$65,000	\$85,000	\$100,000
Dollars returned to the City's General Fund through surplus property sales	\$115,790	\$22,000	\$25,000	\$27,500

Program Staffing

2 Full-time	LEAD STOCK CLERK	2.00
1 Full-time	PURCHASING OPER MANAGER	1.00
2 Full-time	STOCK CLERK	2.00
Total Program FTE		5.00

Prior Year Highlights

Prior Year Highlights for City programs are currently being finalized by the staff and will be included in the adopted FY 2004/05 budget.

Program Description

The Graphics program designs or provides design assistance for printed material and is a resource to print to black and white and up to four-color printed materials for City programs.

Trends

Graphics is experiencing more use of color in the jobs they are required to print. Printing is becoming more specialized and the Graphics team is spending more time consulting with City staff to meet their specialized printing needs.

Program Broad Goals

Provide a professional graphics operation for the City that delivers a high quality, professional, cost efficient product using both City assets and outside graphic vendors.

Program 2004/05 Objectives

Implement web based interface for graphics requisitions and business cards with interface to the General Ledger.

Educate City staff about the different graphics processes and their effect on the finished process.

Program Provided in Partnership With

Outside printing businesses

Program Customers

City departments

City Council's Broad Goal(s)

Fiscal and Resource Management

Basic Equipment

Personal computers, Microsoft Office Suite, 10-key calculators, network printers, telephone, Fax machines, copier

Special Equipment

One color print press, four color print press, color copier, bindery machine, paper shearers, Adobe PageMaker, QuarkXpress, Adobe Photoshop, Apple Macintosh, Adobe Freehand, Adobe Illustrator, folder, drill press, saddle stitcher, negative processor, fiery interface, waste stream recovery system, fork lift

Resources by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
General Fund Support	\$138,105	\$103,247	\$106,166	\$108,637
Total Program Revenues	\$138,105	\$103,247	\$106,166	\$108,637

Expenditures by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
Personal Services	\$234,099	\$221,649	\$221,649	\$226,118
Contractual Services	362,239	324,786	324,814	325,507
Commodities	(458,234)	(443,188)	(440,297)	(442,988)
Total Program Budget	\$138,105	\$103,247	\$106,166	\$108,637

GRAPHICS

Financial Services Department

Performance Measures

Program/Service Outputs: (goods, services, units produced)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
# of Graphics Requisitions	469,852	550,000	600,000	650,000
# of impressions	5.06M	5.5M	6.0M	6.5M

Program/Service Outcomes: (based on program objectives)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
% of Graphics Requisitions completed by due date	90%	90%	90%	90%
% of Graphics Requisitions completed without Graphics error	95%	95%	95%	95%

Program Staffing

1 Full-time	BID & CONTRACT SPECIALIST	1.00
1 Full-time	GRAPHICS DSGNR	1.00
1 Full-time	GRAPHICS TECH	1.00
1 Full-time	SR GRAPHICS TECH	1.00
Total Program FTE		4.00

Prior Year Highlights

Prior Year Highlights for City programs are currently being finalized by the staff and will be included in the adopted FY 2004/05 budget.

COPY CENTER

Financial Services Department

Program Description

The Copy Center is an outsourced operation responsible for producing or purchasing copier services.

Trends

The number of copies printed each year continues to rise. The amount of time available to copy and print the high volume Council packets is decreasing.

Program Broad Goals

Continue to secure copier contracts and advantageous pricing arrangements.

Provide a quick and efficient change over for the Copy Center contractor.

Program 2004/05 Objectives

Copy Council Reports and special commissions, reports, agendas, minutes, and distribute ten days before the next scheduled meeting.

Program Provided in Partnership With

All City departments and copier vendor

Program Customers

Mayor, City Council, City Manager, all City departments

City Council's Broad Goal(s)

Fiscal and Resource Management

Basic Equipment

Personal computers, Microsoft Office Suite, 10-key calculators, network printers, telephone, Fax machines, copier

Special Equipment

High Volume Copier, CLC 5000 color copier, GBC binder

Resources by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
General Fund Support	(\$1,670)	(\$95,894)	(\$95,894)	(\$95,818)
Total Program Revenues	(\$1,670)	(\$95,894)	(\$95,894)	(\$95,818)

Expenditures by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
Personal Services	\$1,222	\$7,357	\$7,357	\$7,421
Contractual Services	(14,067)	(118,500)	(118,500)	(118,488)
Commodities	11,175	15,249	15,249	15,249
Total Program Budget	(\$1,670)	(\$95,894)	(\$95,894)	(\$95,818)

COPY CENTER

Financial Services Department

Performance Measures

Program/Service Outputs: (goods, services, units produced)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
# of copies made by the contractor	4,070,641	4,383,426	4,500,000	4,750,000
Total # of copies processed by the Copy Center	4.07M	4.65M	5.0M	5.4M

Program/Service Outcomes: (based on program objectives)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
% of copy jobs completed without Copy Center error	95%	95%	95%	95%
% of copy jobs completed by due date	99%	99%	99%	99%

Program Staffing

No specific staff positions or FTE's are assigned to this program.

Prior Year Highlights

Prior Year Highlights for City programs are currently being finalized by the staff and will be included in the adopted FY 2004/05 budget.

Program Description

The Mail program provides timely pick-up and delivery of in-house and U.S. mail for the City departments. Other services include sorting and inserting City prepared fliers in utility bill mailings.

Trends

The mail volume continues to increase at about 10% per year. The number of mail stops is also increasing each year as the City adds additional facilities or locations.

Program Broad Goals

Provide safe mail to all operating departments in a timely manner.

Continue to secure pre-sort mail services contracts and advantageous pricing arrangements.

Continue to educate City staff about mail requirements and the most cost effective methods to mail.

Program 2004/05 Objectives

Receive, open, and deliver mail to all offices within the mail delivery areas.

Ensure that all mail delivered to city offices is safe.

Program Provided in Partnership With

All City departments, United States Post Office

Program Customers

Mayor, City Council, City Manager, all City departments

City Council's Broad Goal(s)

Fiscal and Resource Management

Basic Equipment

Personal computers, Microsoft Office Suite, 10-key calculators, network printers, telephone, Fax machines, copier

Special Equipment

Mail sorter, mail inserter, Paragon postage meter, letter opener, and two vans

Resources by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
General Fund Support	\$836,239	\$473,717	\$477,367	\$700,543
Total Program Revenues	\$836,239	\$473,717	\$477,367	\$700,543

Expenditures by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
Personal Services	\$118,430	\$137,835	\$137,835	\$187,460
Contractual Services	715,045	335,127	335,127	466,603
Commodities	2,764	755	4,405	46,480
Total Program Budget	\$836,239	\$473,717	\$477,367	\$700,543

Performance Measures

Program/Service Outputs: (goods, services, units produced)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
Pieces of mail delivered	2,934,600	3,500,000	4,000,000	4,500,000

Program/Service Outcomes: (based on program objectives)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
% of mail processed by staff within one day of receipt	99.8%	97%	97%	97%

Program Staffing

4 Full-time	MAIL SERVICES COURIER	3.00
1 Part-time	MAIL SERVICES COURIER	0.50
1 Part-time	STOCK CLERK	0.50
Total Program FTE		5.00

Prior Year Highlights

Prior Year Highlights for City programs are currently being finalized by the staff and will be included in the adopted FY 2004/05 budget.

Program Description

The Tax and License program ensures that all businesses conducting business in Scottsdale are properly licensed. It administers and collects privilege, transient occupancy and business license taxes, special license fees, alarm user permit and false alarm activation fees, and liquor license fees.

Trends

Tax & License continued to see an increase in the number of business licenses processed due to the state of the local economy. Businesses continued to close leading to the opening of new businesses causing increased customer contacts, maintenance of license accounts, and applications to process.

Program Broad Goals

Collect transaction privilege (sales) tax, mail tax returns, review and correct tax return errors, and generate financial reporting of tax revenue.

License and permit businesses and individuals to comply with City Code, process applications, maintain accounts, renew billing/notification, provide administrative support for the Police Department and other City departments for the regulation of occupations and professions that impact the health, safety and welfare of the City, and generate financial reporting relating to licensing fees and revenue.

Bill false alarm activations based on data provided by the Police Department, maintain accounts, track and report alarm users, and generate financial reporting of revenue generated by alarm activation billing.

Program 2004/05 Objectives

Provide customers with online services to apply for a business license by December 2004.

Explore options for replacement of the licensing, alarm activation billing and transaction sales tax systems by June 2005. Replacement is required because of inefficiencies and higher maintenance due to older, unsupported technology.

Program Provided in Partnership With

Information Systems, Police, Code Enforcement, Tax Audit, Transportation, Revenue Recovery, Accounting, Budget, Solid Waste, Planning & Development Services, Economic Vitality, City Prosecutor Office, City Attorney Office, Remittance Processing, Mailroom

Program Customers

City Businesses and license holders

City Council's Broad Goal(s)

Fiscal and Resource Management

Basic Equipment

Personal computers, Microsoft Office Suite, 10-key calculators, network printers, telephone, Fax machines, copier

Special Equipment

Vehicle for inspectors, ID photo/license system, fingerprint equipment, Infolmage, Banner-Licensing & alarm billing system, STARS-Transaction sales tax system, Data warehouse, document replication utility, desktop faxing, Automatic Call Distribution

Resources by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
General Fund Support	\$725,148	\$802,941	\$811,521	\$703,431
Total Program Revenues	\$725,148	\$802,941	\$811,521	\$703,431

Expenditures by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
Personal Services	\$514,543	\$594,690	\$594,690	\$611,106
Contractual Services	204,426	193,081	201,661	81,005
Commodities	6,179	15,170	15,170	11,320
Total Program Budget	\$725,148	\$802,941	\$811,521	\$703,431

Performance Measures

Program/Service Outputs: (goods, services, units produced)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
Customer Contacts (at counter & telephones)	97,012	94,440	96,000	96,500
Active licensees and those that have applied but not yet approved or denied	53,964	54,809	55,200	56,000

Program/Service Outcomes: (based on program objectives)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
% of applications/checks without statements processed within 3 work days	68%	87%	85%	85%
% of calls answered within 30 seconds	98%	95%	96%	96%

Program Staffing

1 Full-time	CUSTOMER SERVICES MANAGER	1.00
7 Full-time	CUSTOMER SERVICES REP	7.00
1 Full-time	LEAD CUSTOMER SERVICES REP	1.00
2 Full-time	LICENSE INSPECTOR	2.00
1 Full-time	TECH SPECIALIST	1.00
Total Program FTE		12.00

Prior Year Highlights

Prior Year Highlights for City programs are currently being finalized by the staff and will be included in the adopted FY 2004/05 budget.

Program Description

The Revenue Recovery program collects delinquent money owed to the City primarily related to utility bills, sales taxes, licensing fees, tax audit assessments, false alarm activation charges and parking tickets. Methods of delinquent collection include mailing notices and statements, telephone contact, water turn off, filing liens and lawsuits, and the use of outside collection agencies.

Trends

The local economy is showing signs of a slow recovery but personal bankruptcy filings continue at record numbers affecting the annual utility write off of uncollectable accounts.

Program Broad Goals

Use appropriate collection methods following State and Federal collection laws, to collect delinquent monies owed to the City.

Refer accounts to City Attorney's office for legal action when all other collection efforts have been exhausted.

Track and record accounts that are determined to be uncollectable.

Program 2004/05 Objectives

Implement a new collection system by December 2004. This project seeks to enhance the existing collections and activity tracking tools employed by the collectors of Revenue Recovery to provide enhanced integration with the regulatory, sales tax, and utility billing systems. The aim of this integration is the more efficient and effective collection of delinquent monies owned to the City.

Coordinate a collection plan with the City Attorney and Prosecutor offices and the Police Dept. to provide enforcement of collection and non-compliance of licensing ordinances by December 2004.

Program Provided in Partnership With

Utility Billing, Meter Reading, Tax & License, Tax Audit, Remittance Processing, Risk Management, Accounting, City Attorney, Prosecutor, Police, Airport, Permit Services, Building Inspections, Solid Waste

Program Customers

City Residents and Businesses

City Council's Broad Goal(s)

Fiscal and Resource Management

Basic Equipment

Personal computers, Microsoft Office Suite, 10-key calculators, network printers, telephone, Fax machines, copier

Special Equipment

Banner Licensing & Alarm Activation System, STARS-Sales Tax System, Utility Billing System, Collection activity tracking system, Parking Ticket Collection System

Resources by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
General Fund Support	\$348,697	\$389,807	\$376,409	\$483,072
Enterprise Fund Program				
User Fees/Charges/Support	\$361,872	\$374,405	\$374,405	\$389,147
Total Program Revenues	\$710,569	\$764,212	\$750,814	\$872,219

Expenditures by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
Personal Services	\$652,843	\$697,646	\$697,646	\$799,984
Contractual Services	48,640	59,192	45,794	64,861
Commodities	9,086	7,374	7,374	7,374
Total Program Budget	\$710,569	\$764,212	\$750,814	\$872,219

REVENUE RECOVERY

Financial Services Department

Performance Measures

Program/Service Outputs: (goods, services, units produced)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
Average # of active delinquent accounts	11,779	13,018	14,059	15,184

Program/Service Outcomes: (based on program objectives)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
Dollars collected for every \$1.00 spent	\$13.02	\$13.77	\$14.20	\$14.50
Write-offs as a % of total revenue	0.1%	0.1%	0.2%	0.2%

Program Staffing

1 Full-time	ADMINISTRATIVE SECRETARY	1.00
1 Full-time	CUSTOMER SERVICES ASSISTANT	1.00
1 Full-time	LEAD SYSTEMS INTEGRATOR	1.00
4 Full-time	REVENUE COLLECTOR	4.00
1 Full-time	REVENUE RECOVERY MANAGER	1.00
1 Part-time	SECRETARY	0.50
1 Full-time	SR REVENUE COLLECTOR	1.00
3 Full-time	SYSTEMS INTEGRATOR	3.00
Total Program FTE		12.50

Prior Year Highlights

Prior Year Highlights for City programs are currently being finalized by the staff and will be included in the adopted FY 2004/05 budget.

METER READING

Program Description

The Meter Reading program is responsible for accurately reading all water meters each month, daily connects/disconnects, delinquency turn-ons/off, high bill complaints and timely follow-up reads/re-reads of meters.

Trends

The Meter Reading division continues to experience a yearly increase in the number of new meter installations. Based upon planned construction and the actual number of new installations for the past two fiscal years, we anticipate reading an additional 1400 to 1500 new meters this year. In addition to the more than 81,000 water meters currently read each month, the division is also experiencing an increase in the number of associated special readings and work requests received. This includes work orders, rereads, high bill complaints, and disconnects and reconnects for non-payment and customer moves. This is approximately a 3.5% increase over the last fiscal year in this area.

Program Broad Goals

Ensure that 100% of the City water meters are read monthly and read accurately which will maximize revenue collection and comply with City ordinances.

Complete all internal and external service requests in a timely and efficient manner, which supports the goal of providing responsive customer Provide leak detection assistance at customer request as a result of high bill complaints.

Program 2004/05 Objectives

Begin implementation of an automated work order system in conjunction with wireless access by December 2004, to reduce meter reader time and improve response time to customer service requests.

Update and enhance the Meter Reading knowledge base by July 2003, to improve access to critical business information and to provide a tool to new employees transitioning into the work group.

Program Provided in Partnership With

Fleet, Water Operations, Risk Management, Community Development, Utility Billing, Remittance Processing, Revenue Recovery

Program Customers

City residents and businesses

City Council's Broad Goal(s)

Fiscal and Resource Management

Basic Equipment

Personal computers, Microsoft Office Suite, 10-key calculators, network printers, telephone, Fax machines, copier

Special Equipment

Vehicles (right hand drive Jeeps & compact pickups), handheld meter reading system, hand held meter reading software, Utility Billing System, Land Information System (LIS), Community Development, Utility Cash Transmittal System, Delinquency Turn On Notification System (SOS), uniforms, various hand tools, and cell phones

Resources by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
Enterprise Fund Program				
User Fees/Charges/Support	\$921,274	\$980,505	\$980,505	\$973,961
Total Program Revenues	\$921,274	\$980,505	\$980,505	\$973,961

Expenditures by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
Personal Services	\$696,338	\$753,234	\$753,234	\$756,596
Contractual Services	221,322	223,021	223,021	211,737
Commodities	3,614	4,250	4,250	5,628
Total Program Budget	\$921,274	\$980,505	\$980,505	\$973,961

METER READING

Financial Services Department

Performance Measures

Program/Service Outputs: (goods, services, units produced)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
# of meters read annually	943,212	971,508	986,080	1,000,870
# of meters per meter reader read monthly	6,605	6,806	6,908	7,012

Program/Service Outcomes: (based on program objectives)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
% of meters read accurately	99.91%	99.9%	99.9%	99.9%

Program Staffing

1 Full-time	LEAD WATER METER READER	1.00
1 Full-time	METER READER MANAGER	1.00
1 Full-time	WATER AUDIT TECH	1.00
12 Full-time	WATER METER READER	12.00
Total Program FTE		15.00

Prior Year Highlights

Prior Year Highlights for City programs are currently being finalized by the staff and will be included in the adopted FY 2004/05 budget.

Program Description

The Utility Billing program provides for the accurate and timely billing of the City's water, sewer, and solid waste services. Assists customers in applying for and discontinuing utility service. Educates customers regarding how to find the cause of any high water usage and responds to customer inquiries and disputes regarding their City utility accounts.

Trends

The City's utility customer base grew by only 1.7% due to reduced City development. We expect this low growth to continue throughout the upcoming year. Staff handled 7% more customers in-person and over-the-phone as our customers request additional options for handling their bills and are concerned about high water usage. We expect this increase to continue until the economy stabilizes and customers become more familiar with the new E-Services we offer.

Program Broad Goals

Bill and collect water, sewer, solid waste and associated fees and taxes in a timely and accurate manner.

Establish accounts for customers requesting service and discontinue service as requested in a timely and accurate manner.

Respond to customer inquiries about their bills in a timely and accurate manner.

Program 2004/05 Objectives

Complete procurement of a new utility billing system for implementation by December 2004.

Program Provided in Partnership With

Accounting, Citizen and Neighborhood Resources, Development Services/One Stop Shop, IS, Water Resources, Solid Waste Management, Parks, Water Operations, CAPA, Mail Room, Remittance Processing, Human Services Municipal Services, Tax Audit, Revenue Recovery, Meter Reading, City Attorney

Program Customers

City Residents and Businesses

City Council's Broad Goal(s)

Fiscal and Resource Management

Basic Equipment

Personal computers, Microsoft Office Suite, 10-key calculators, network printers, telephone, Fax machines, copier

Special Equipment

InfoImage, AccuMail, InfoConnect, Itron Interface, MetroScan, Delinquency Turn On Notification System (SOS), Land Information System (LIS), Work Tracking System (WTS), IVR Daily Snapshot, Interactive Voice Response, Automatic Call Distribution, CIS Billing System, Unisys 2200, Desktop faxing, head sets, Computer Output to Laser Disc (COLD), Online Service Requests

Resources by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
Enterprise Fund Program				
User Fees/Charges/Support	\$822,510	\$903,921	\$912,501	\$831,637
Total Program Revenues	\$822,510	\$903,921	\$912,501	\$831,637

Expenditures by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
Personal Services	\$462,740	\$516,324	\$516,324	\$473,020
Contractual Services	356,090	380,697	389,277	352,242
Commodities	3,680	6,900	6,900	6,375
Total Program Budget	\$822,510	\$903,921	\$912,501	\$831,637

UTILITY BILLING

Financial Services Department

Performance Measures

Program/Service Outputs: (goods, services, units produced)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
# of utility statements issued	969,549	986,504	994,000	1,004,000
# of customer contacts	115,775	123,745	130,000	137,000

Program/Service Outcomes: (based on program objectives)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
% of utility bills accurately mailed	99.8%	99.8%	99.5%	99.5%

Program Staffing

1 Full-time	CUSTOMER SERVICES MANAGER	1.00
6 Full-time	CUSTOMER SERVICES REP	6.00
1 Full-time	CUSTOMER SERVICES TECH	1.00
1 Full-time	LEAD CUSTOMER SERVICES REP	1.00
Total Program FTE		9.00

Prior Year Highlights

Prior Year Highlights for City programs are currently being finalized by the staff and will be included in the adopted FY 2004/05 budget.

Program Description

The Remittance Processing program processes and deposits all payments for utilities, licenses and permits, sales tax and alarm activations and accompanying documentation; manages the retention, retrieval and destruction of division documents through imaging, microfiche, filing, and on and off-site storage.

Trends

New Internet payment options were developed and offered to our customers for electronic payment of their utility bill as the Remittance Processing division continues their efforts to ensure that payments are timely processed and deposited.

Program Broad Goals

Process and deposit payments within two days of receipt.
Image division documents to allow for quick and easy retrieval of records and provide requested records to customers and Customer Service staff.

Program 2004/05 Objectives

Explore opportunities for and implement alternative payment methods for on-line utility bill paying using a method similar to Surepay/ Automated Clearing House (payment from customer checking account) by June 2006.
Implement Point of Sale check imaging (POS) to improve response to research requests by June 2005.
Implement check truncation to eliminate processing of paper checks at walk in locations by December 2005.

Program Provided in Partnership With

Tax & License, Utility Billing, City Mail Room, Meter Reading, Revenue Recovery, Tax Audit, Accounting, Police

Program Customers

City Residents and Businesses

City Council's Broad Goal(s)

Fiscal and Resource Management

Basic Equipment

Personal computers, Microsoft Office Suite, 10-key calculators, network printers, telephone, Fax machines, copier

Special Equipment

Transport and related software, mail openers, Imaging System, Utility Billing System, Delinquency Turn On Notification System, Work Tracking System and a variety of payment processing software applications

Resources by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
Enterprise Fund Program				
User Fees/Charges/Support	\$569,074	\$529,249	\$529,249	\$534,075
General Fund Support	\$382,879	\$528,688	\$448,467	\$510,826
Total Program Revenues	\$951,953	\$1,057,937	\$977,716	\$1,044,901

Expenditures by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
Personal Services	\$692,324	\$715,456	\$693,400	\$746,635
Contractual Services	249,930	331,023	272,858	284,760
Commodities	9,699	11,458	11,458	13,506
Total Program Budget	\$951,953	\$1,057,937	\$977,716	\$1,044,901

REMITTANCE PROCESSING

Financial Services Department

Performance Measures

Program/Service Outputs: (goods, services, units produced)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
# of payments processed	1,082,181	1,526,388	1,755,346	1,930,880

Program/Service Outcomes: (based on program objectives)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
% of payments processed within 2 days of receipt	n/a	100%	100%	100%

Program Staffing

1 Full-time	CUST SERVICES / TAX AUDIT DIR	1.00
1 Full-time	CUSTOMER SERVICES PROJ COORD	1.00
10 Full-time	CUSTOMER SERVICES REP	10.00
1 Full-time	LEAD CUSTOMER SERVICES REP	1.00
1 Full-time	REMIT PROCESS RECORDS MGR	1.00
Total Program FTE		14.00

Prior Year Highlights

Prior Year Highlights for City programs are currently being finalized by the staff and will be included in the adopted FY 2004/05 budget.

Program Description

The Tax Audit program promotes accurate and timely payment of privilege, use, and bed tax self-assessments by taxpayers through education programs; provides guidance in tax code interpretations; evaluates local economic strength through analysis of privilege, use, bed, and property tax collections; and develops innovative solutions that will ensure the City's financial stability.

Trends

Construction activities continue to decrease as build-out continues and land preservation goals and associated privilege tax revenues continue to decline. Future economic uncertainty continues to exist, which includes the downturn in the tourism industry, which also directly impacts privilege, use, and bed tax revenues.

Program Broad Goals

- Audit taxpayer records to ensure tax code requirements are upheld.
- Provide privilege, use, and property tax data to internal and external customers.
- Provide taxpayer education regarding taxpayer rights and responsibilities.

Program 2004/05 Objectives

- Audit and perform compliance reviews of 1.8% of Scottsdale businesses.
- Obtain 90% audit satisfaction rate on taxpayer surveys.
- Ensure 90-100% of new construction is timely placed on property tax roll.

Program Provided in Partnership With

Economic Vitality, Accounting, Budget, IS, Planning and Development Services, Tax and License, Revenue Recovery, Remittance Processing, City Attorney

Program Customers

City Residents & Businesses, Economic Vitality, Budget, City Manager, County Assessor

City Council's Broad Goal(s)

Fiscal and Resource Management

Basic Equipment

Personal computers, Microsoft Office Suite, 10-key calculators, network printers, telephone, Fax machines, copier

Special Equipment

Software used for research, STARS - Sales Tax System

Resources by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
General Fund Support	\$501,855	\$571,388	\$571,038	\$576,820
Total Program Revenues	\$501,855	\$571,388	\$571,038	\$576,820

Expenditures by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
Personal Services	\$464,767	\$533,131	\$533,131	\$536,642
Contractual Services	35,186	35,647	35,297	37,448
Commodities	1,902	2,610	2,610	2,730
Total Program Budget	\$501,855	\$571,388	\$571,038	\$576,820

Performance Measures

Program/Service Outputs: (goods, services, units produced)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
% of total Scottsdale businesses audited or reviewed for compliance annually	2.1%	1.9%	2.1%	2.2%
% of new construction placed on the property tax roll for the proper tax year	n/a	95%	95%	95%

Program/Service Outcomes: (based on program objectives)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
Audit assessment ratio — total dollars assessed for every \$1.00 in cost	\$2.43	\$3.28	\$3.00	\$2.75

Program Staffing

1 Full-time	PROPERTY TAX AUDITOR	1.00
6 Full-time	SR TAX AUDITOR	6.00
1 Full-time	TAX AUDIT MANAGER	1.00
Total Program FTE		8.00

Prior Year Highlights

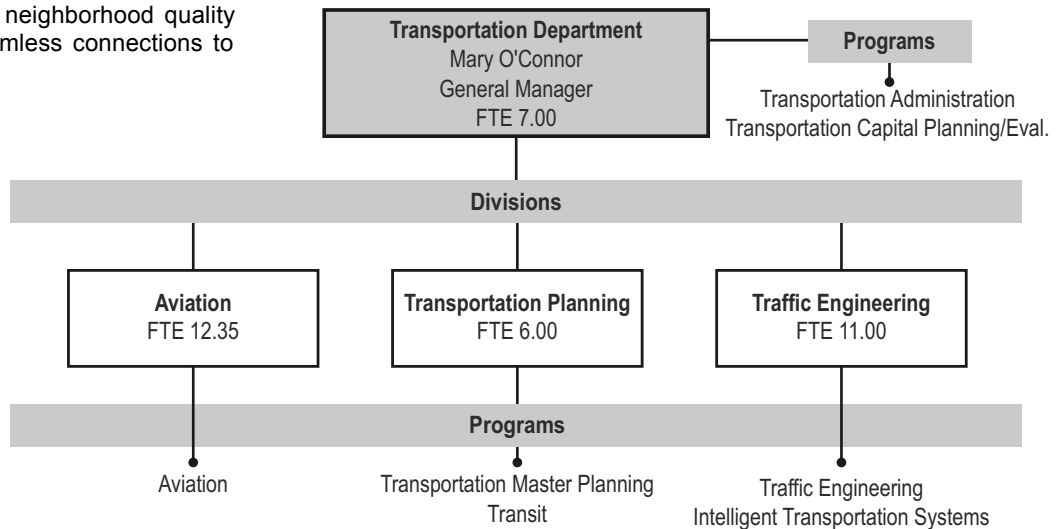
Prior Year Highlights for City programs are currently being finalized by the staff and will be included in the adopted FY 2004/05 budget.



Transportation Department

Mission

The Transportation Department works to ensure that Scottsdale neighborhoods, businesses, and visitors are provided an accessible, environmentally sensitive, safe and efficient transportation system. Projects and operations for street, transit and non-motorized travel are developed in cooperation with the public to promote economic sustainability for the community, preserve and enhance neighborhood quality of life, and ensure seamless connections to the regional network.



Departmental Staffing

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
Full-time Equivalent (FTE)	46.35	46.35	38.35	35.35
% of City's FTE's				1.6%

Departmental Expenditures by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
Personal Services	\$2,659,024	\$2,580,270	\$2,580,270	\$2,318,471
Contractual Services	9,388,791	8,796,614	9,036,474	9,247,750
Commodities	95,188	101,170	91,031	85,454
Capital Outlays	290	-	-	-
Total Program Budget	\$12,143,293	\$11,478,054	\$11,707,775	\$11,651,675
% of City's Total Program Operating Budget				5.5%
Grant/Trust Expenditures	\$1,661,155	\$12,749,710	\$12,749,710	\$5,013,000

Program Description

The Transportation Administration program provides leadership for the Transportation Department and serves as the primary point of contact for public and media inquiries for information and service for individuals and neighborhood groups. The program ensures that the Department has the direction, procedures and resources necessary to carry out the Department's business and that the financial infrastructure is in place to most effectively leverage local, regional and federal funding for Transportation services. This program also ensures that information and communication systems are in place to make sure staff and citizens alike have maximum access to transportation information that can help them in both managing and utilizing the transportation system. The program provides contract and grant administration; budget and accounting; strategic planning and policy analysis; public information and outreach; Transportation Commission support, day-to-day office operations, and clerical and graphics support for the Transportation Department.

Trends

An important initiative involves organizational and system improvements that will result in better coordination between Planning and Transportation Department staff. In challenging times, staff has prepared a fiscally responsible budget as well as developed positive transportation programs that respond to citizens' needs and blend with City Council goals.

Program Broad Goals

Provide the leadership, vision, accountability and support that directs resources to accomplish the goals of the City Council.

Provide excellent stewardship of financial resources through contract and grant administration, budget and accounting, and operational analysis, monitoring, and reporting.

Provide excellent relations with Council, staff and citizens through written, verbal, graphic and website communication.

Resources by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
Special Revenue Fund Support	\$581,649	\$563,905	\$566,489	\$455,436
Total Program Revenues	\$581,649	\$563,905	\$566,489	\$455,436

Expenditures by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
Personal Services	\$452,634	\$455,634	\$455,634	\$336,319
Contractual Services	109,428	92,271	92,271	100,117
Commodities	19,587	16,000	18,584	19,000
Total Program Budget	\$581,649	\$563,905	\$566,489	\$455,436

Program 2004/05 Objectives

Continue effective leadership of the Transportation Department during reorganization in challenging fiscal times.

Ensure that every relationship with a vendor that meets the criteria is controlled by a City purchase order.

Revise the Department Website to more effectively inform and interact with the citizens by June 2005.

Program Provided in Partnership With

City Council, City Manager, Transportation Commission, Aviation Commission, and state and regional planning and regulatory bodies

Program Customers

Scottsdale citizens, City Council, City Manager, Transportation staff, Transportation Commission (15 or more meetings per year), Planning and Development Services, Citizen and Neighborhood Resources, Financial Services, neighborhoods, development community, and other stakeholders, private and government entities, coordinate an estimated 80 citizen meetings and an estimated 1,200 staff meetings annually, media

City Council's Broad Goal(s)

Transportation

Basic Equipment

Telephones, cellular phone, personal computers, Microsoft Office Suite, printers, fax machine, 10-key adding machine, and vehicles

Special Equipment

SmartStream, Adobe Illustrator & PhotoShop, QuarkXpress, ArcView, plotter

Performance Measures

Program/Service Outputs: (goods, services, units produced)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
Development of budgets for capital, operating & grants, and establishment of project purchase orders to control expenditures	76	72	75	80

Program/Service Outcomes: (based on program objectives)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
End of fiscal year budget-to-Actual variance equals plus or minus 5%, or less	5 %	3 %	2 %	2 %

Program Staffing

1 Full-time	GENERAL MANAGER	1.00
1 Full-time	DEPARTMENT ADVISOR	1.00
1 Full-time	GRAPHICS DSGNR	1.00
1 Full-time	OFFICE COORD MANAGER	1.00
2 Full-time	SECRETARY	2.00
Total Program FTE		5.00

Prior Year Highlights

Prior Year Highlights for City programs are currently being finalized by the staff and will be included in the adopted FY 2004/05 budget.

Program Description

The Aviation program is responsible for air transportation facility operation and maintenance and administration of the City's Aviation Noise Abatement Program. It is responsible for the administration of leases and permits with private businesses providing aviation goods and services. This program provides input on regional aviation issues to ensure the protection of the character and environment of Scottsdale and represents Aviation to state and federal regulatory bodies. It administers design and engineering related to airport infrastructure construction and maintenance, performs routine facilities maintenance, and provides buildings, grounds and system security.

Trends

Annual aircraft operations at Scottsdale Airport are remaining stable from last year and are greater than anticipated according to the adopted 1997 Airport Master Plan.

Program Broad Goals

- Ensure compliance with Federal Aviation Administration standards.
- Continue working with citizens, regulators, and airport operators to protect neighborhoods from aviation-related noise.
- Annually update an aviation financial plan to more efficiently recover operating and capital costs through equitable user fees and serve as a catalyst for business development in the Airpark.

Resources by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
Grant/Trust Receipts	\$1,661,155	\$12,749,710	\$12,749,710	\$5,013,000
Enterprise Fund Program				
User Fees/Charges/Support	\$1,284,389	\$1,334,787	\$1,336,387	\$1,389,691
Total Program Revenues	\$2,945,544	\$14,084,497	\$14,086,097	\$6,402,691

Expenditures by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
Personal Services	\$692,625	\$745,658	\$745,658	\$794,853
Contractual Services	560,298	527,459	543,989	533,384
Commodities	31,176	61,670	46,740	61,454
Capital Outlays	290	-	-	-
SubTotal	\$1,284,389	\$1,334,787	\$1,336,387	\$1,389,691
Grant/Trust Expenditures	\$1,661,155	\$12,749,710	\$12,749,710	\$5,013,000
Total Program Budget	\$2,945,544	\$14,084,497	\$14,086,097	\$6,402,691

Program 2004/05 Objectives

- Continue to be involved in land use and development issues as they relate to aviation and aircraft noise.
- Ensure compliance with Federal Aviation Administration safety standards for airports accommodating charter and non-scheduled commuter passenger services.
- Move forward on an updating the F.A.R. Part 150 Noise study with the Federal Aviation Administration.

Program Provided in Partnership With

Scottsdale citizens, City Council, City Manager, City Staff, Airport Advisory Commission, Federal Aviation Administration, Arizona Department of Transportation Aeronautics Division

Program Customers

Scottsdale citizens, business community, regional and federal aviation organizations, Aviation Commission (12 or more meetings annually), global customer base, handle approximately 195,000 aircraft operations per year

City Council's Broad Goal(s)

Transportation

Basic Equipment

Personal computers, plotter, Microsoft Office Suite, tools

Special Equipment

Security System (cameras, access control system), Flighttraxs, ANTEN, Arcview software, sweepers, tractor/loader, operations vehicles (3)

Performance Measures

Program/Service Outputs: (goods, services, units produced)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
# of noise-related inquiries responded to by staff	1,734	16,156	10,794	11,009

Program/Service Outcomes: (based on program objectives)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
% of noise inquiries responded to within the 10-hour response time standard	75%	100%	100%	100%

Program Staffing

1 Full-time	ADMINISTRATIVE SECRETARY	1.00
1 Full-time	AIRPORT ADMIN COORD	1.00
1 Full-time	AIRPORT DIRECTOR	1.00
1 Full-time	AIRPORT OPER COORD	1.00
2 Part-time	AIRPORT OPER TECH	1.35
3 Full-time	AIRPORT OPER TECH	3.00
1 Full-time	AIRPORT PLANNER	1.00
1 Full-time	AIRPORT SPECIALIST	1.00
2 Full-time	SR AIRPORT OPER TECH	2.00
Total Program FTE		12.35

Prior Year Highlights

Prior Year Highlights for City programs are currently being finalized by the staff and will be included in the adopted FY 2004/05 budget.

Program Description

The Transportation Master Planning program is responsible for anticipating future community and regional transportation needs and seeing to it that the multi-modal system gets built in an ordered and timely fashion. Key processes include capital planning, master planning for all modes and integration of parking, trip reduction and operation of transit and special needs transportation services. Planning develops master long-range plans for streets, transit, bikeways, and sidewalks. It reviews private developer proposals to ensure that long-range traffic impacts are considered, and infrastructure completion is appropriately timed. This program conducts preliminary planning for transportation capital projects such as traffic forecasting, feasibility studies and environmental assessments. It explores policy-level decisions regarding methodologies to finance transportation infrastructure, including impact fees. It administers the traffic noise mitigation program, and is the City's representative to regional, state, and national transportation organizations.

Trends

Vehicle miles traveled in the region continues to increase, a trend which impacts roadway capacity and freeway noise levels. The City's few remaining large tracts are being master planned. As Scottsdale approaches build-out, planning for the impacts of redevelopment on traffic is as important as planning for new development. The community is emphasizing making current development more productive, with less impact on nearby neighborhoods.

Resources by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
Special Revenue Fund Support	\$568,312	\$531,505	\$428,855	\$93,581
Total Program Revenues	\$568,312	\$531,505	\$428,855	\$93,581

Expenditures by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
Personal Services	\$329,143	\$277,793	\$277,793	\$66,819
Contractual Services	237,840	253,712	151,062	26,762
Commodities	1,330	-	-	-
Total Program Budget	\$568,312	\$531,505	\$428,855	\$93,581

Program Broad Goals

Prepare modal master plans that meet future travel demand.

Conduct 'front end' transportation planning for specific public and private capital projects.

Ensure that Scottsdale is well positioned in taking advantage of regional funding opportunities, to ensure a place at the table for critical regional transportation planning issues.

Program 2004/05 Objectives

Effective and smooth implementation of master plans, as permitted by federal, state, regional and local resources including public acceptance of noise mitigation strategies.

Effective, efficient and cost-conscious oversight of transportation component of Stacked 40s/Crossroads East planning.

Secure Scottsdale's fair share of the extension of the regional freeway tax.

Program Provided in Partnership With

Planning and Development Services, Capital Project Management, Traffic Engineering, Intergovernmental Relations, Maricopa Association of Governments, ADOT, Valley Metro

Program Customers

Scottsdale citizens, neighborhood and community groups, City Council, Planning and Development Services, area municipalities

City Council's Broad Goal(s)

Transportation

Basic Equipment

Personal Computers, Microsoft Office Suite, City vehicle

Special Equipment

Geographic Information System, Land Information System, Arc Info

Performance Measures

Program/Service Outputs: (goods, services, units produced)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
# of development plan reviews and special studies	23	27	18	20

Program/Service Outcomes: (based on program objectives)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
Reduce the growth rate in vehicle miles traveled per day (measured every other year)	n/a	4.0 million	4.5 million	5.0 million

Program Staffing

1 Full-time	NEIGHBORHOOD TRANSP PLANNER	1.00
2 Full-time	PUBLIC WORKS PLANNER	2.00
Total Program FTE		3.00

Prior Year Highlights

Prior Year Highlights for City programs are currently being finalized by the staff and will be included in the adopted FY 2004/05 budget.

Program Description

The Transit program plans and coordinates the service and infrastructure for the City's transit system, and operates and maintains the system via private sector vendors. It administers contracts for fixed-route transit, paratransit, the Cab Connection program, and specialty transit such as the Scottsdale Trolley and the Giants Shuttle. This program monitors the acquisition and construction of transit capital equipment and infrastructure and represents the City on regional transit issues.

Trends

(Per City Council adopted budget, fixed route bus services was reduced 7 percent.) Downtown Trolley services were expanded to serve Artwalk on Thursday evenings. New Trolley vehicles will continue to be added. Due to regional budgetary constraints, the Valley Metro subsidy for Scottsdale bus service is declining. Annual cost adjustments to transit service provider contracts continue to rise, partially due to inflation and partially due to negotiated labor contracts. Fixed route ridership grew 8 percent from fiscal year 2001/02 to 2002/03. Ridership is declining in 2003/04, primarily due to the service cuts. Cab Connection and Downtown Trolley continue to grow. Dial-a-Ride (DAR) capacity is constrained by budget; demand continues to grow. The consequence of these two factors is that market effects are causing more people to use the Americans with Disability Act transit services. From July 2003 to December 2003, ADA usage grew by 11 percent. Approximately 40 percent of DAR trips are now ADA. Senior who do not qualify for ADA have less access to Dial-a-Ride.

Resources by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
Special Revenue				
Fund Support	\$8,164,480	\$7,495,505	\$7,800,602	\$7,970,239
Grant/Trust Receipts	-	\$506,706	\$506,706	-
Total Program Revenues	\$8,164,480	\$8,002,211	\$8,307,308	\$7,970,239

Expenditures by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
Personal Services	\$183,487	\$185,455	\$185,455	\$186,408
Contractual Services	7,960,710	7,305,050	7,607,940	7,783,831
Commodities	20,283	5,000	7,207	-
SubTotal	\$8,164,480	\$7,495,505	\$7,800,602	\$7,970,239
Grant/Trust Expenditures	-	\$506,706	\$506,706	-
Total Program Budget	\$8,164,480	\$8,002,211	\$8,307,308	\$7,970,239

Program Broad Goals

- Provide for an efficient, convenient, accessible and safe transit system.
- Increase transit ridership.
- Plan for and operate a system that connects to the regional system.

Program 2004/05 Objectives

- Continue effective performance of the bus, shuttle, Dial-a-Ride, and Cab Connection, repurchase of Downtown Trolley and Giants Shuttle, and repurchase of East Valley Dial-a-Ride and fixed route services (regional level).
- Continue installation of transit shelters and design the Mustang Transit Center.
- Site selection and acquisition for the Loop 101 Park and Ride lot.

Program Provided in Partnership With

Traffic Engineering, Risk Management, Purchasing, Capital Project Management, Legal, Valley Metro, Cities of Phoenix, Tempe, Mesa, Chandler, Gilbert, Easter Seals, downtown, Scottsdale Convention and Visitors Bureau

Program Customers

Scottsdale citizens, City employees, transit riders, Valley Metro, Maricopa Association of Governments, tourists, visitors

City Council's Broad Goal(s)

Transportation

Basic Equipment

Personal Computers, Microsoft Office Suite, City vehicle, cell phone

Special Equipment

Transit buses, Loloma Station, Transit shelters, bus stop signs

Performance Measures

Program/Service Outputs: (goods, services, units produced)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
Total Citywide transit ridership (bus, Dial-a-Ride, shuttles, Cab Connection)	1,780,578	1,917,011	1,917,000	1,955,351

Program/Service Outcomes: (based on program objectives)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
Cost per passenger	\$3.49	\$3.55	\$3.75	\$3.85

Program Staffing

1 Full-time	CONTRACT & GRANT COORD	1.00
1 Full-time	PUBLIC WORKS PLANNER	1.00
1 Full-time	TRANSP REP	1.00
Total Program FTE		3.00

Prior Year Highlights

Prior Year Highlights for City programs are currently being finalized by the staff and will be included in the adopted FY 2004/05 budget.

TRANSPORTATION CAPITAL PLANNING/ EVALUATION

Transportation Department

Program Description

The Transportation Capital Planning and Evaluation program is responsible for programming, designing and monitoring the construction of the City's 5-Year Capital Improvement Program for Transportation projects.

Trends

In recent years, Scottsdale citizens have ranked traffic congestion as one of the two most critical issues facing the City. The completed Pima Freeway is now providing short-term (3-5 year) traffic volume reductions on many arterial streets. It is important to install funded capital improvements before long-term growth in traffic volumes overtake the benefits being provided by the freeway.

Program Broad Goals

- Reduce congestion and improve public safety through the timely planning and construction of transportation projects.
- Ensure cross-departmental and citizen involvement in the planning of Transportation capital projects.
- Maximize existing resources through partnerships with other agencies and the private sector.

Program 2004/05 Objectives

- Continue to focus on implementing funded transportation improvements on a timeline that completes as many improvements as possible within the published 5-Year CIP schedule.
- Ensure that citizens are aware of and have input to the transportation improvement program.

Program Provided in Partnership With

City Council, City Manager, City Staff, Transportation Commission, Bond Commission, Flood Control District of Maricopa County, Salt River Project, Arizona Public Service, Arizona Department of Transportation, Maricopa Association of Governments, businesses, adjacent communities

Program Customers

Scottsdale citizens, businesses, property owners, City Council, Transportation Commission, Municipal Services, Planning and Development Services, Community Maintenance and Recreation, Water Resources

City Council's Broad Goal(s)

Transportation

Basic Equipment

Personal computers, Microsoft Office Suite, hand-held calculators

Special Equipment

Aerial photography, topographic maps, digital cameras, engineering scales, hydrologic and hydraulic computer models, geographic information system software, project management software, automobiles/trucks for field visits

Resources by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
Special Revenue Fund Support	(\$1,180)	-	-	\$7,083
Total Program Revenues	(\$1,180)	-	-	\$7,083

Expenditures by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
Personal Services	\$261,452	\$92,353	\$92,353	\$99,997
Contractual Services	(263,254)	(92,353)	(92,353)	(92,914)
Commodities	622	-	-	-
Total Program Budget	(\$1,180)	-	-	\$7,083

TRANSPORTATION CAPITAL PLANNING/ EVALUATION

Transportation Department

Performance Measures

Program/Service Outputs: (goods, services, units produced)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
# of capital projects moving to final design/construction	32	56	40	38

Program/Service Outcomes: (based on program objectives)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
Average time to complete planning, design and construction (in years)	5	4.5	4	3.5

Program Staffing

1 Full-time SR PUBLIC WORKS PLANNER	1.00
Total Program FTE	1.00

Prior Year Highlights

Prior Year Highlights for City programs are currently being finalized by the staff and will be included in the adopted FY 2004/05 budget.

Program Description

The Traffic Engineering program is charged with ensuring Scottsdale's street network operates safely and efficiently. This program conducts simulations and analyses of traffic volumes, impacts and accident rates, recommends and designs traffic calming solutions and ensures that right-of-way is managed, especially when impacted by construction projects or special events. It ensures staff has maximized the use of technology to increase the capacity of the roadway and transit systems. Staff conducts analyses to determine the placement, type, and operation of traffic control devices (signing, striping, traffic signals). Staff administers the Neighborhood Traffic Management program, the "Cops and Ops" program for streamlining communication with Police Traffic Enforcement, and the Traffic Impact Mitigation Analysis program for assessment of the traffic impacts of development via developer-funded traffic engineering consultants.

Trends

The demands and expectations of our roadway system continue to increase. While the drop in tourism may reduce some traffic generated by out-of-state guests, traffic generated from within our own region (state) will increase, as travelers typically take to the road and travel by car during lean economic times. Additionally, attendance at signature special events is expected to increase over previous years. Increased special event traffic places a large demand on our roadway system, and requires extensive traffic control planning and operation.

Program Broad Goals

Provide a safe and efficient roadway system through appropriate application and balanced operation of traffic control devices.

Respond to all concerns and requests in a timely and professional manner, and consider all pertinent information and technical guidelines and practices in our decision-making.

Manage the Traffic Impact and Mitigation Analysis (TIMA) Program and review traffic impact studies in a timely and professional manner.

Resources by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
Special Revenue Fund Support	\$1,015,298	\$1,048,972	\$1,072,062	\$1,169,598
Total Program Revenues	\$1,015,298	\$1,048,972	\$1,072,062	\$1,169,598

Expenditures by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
Personal Services	\$502,966	\$614,667	\$614,667	\$632,316
Contractual Services	507,855	431,805	454,895	533,282
Commodities	4,477	2,500	2,500	4,000
Total Program Budget	\$1,015,298	\$1,048,972	\$1,072,062	\$1,169,598

Program 2004/05 Objectives

Determine appropriate traffic control device types and placements, through collection of traffic data, analysis of roadway conditions, and application of professional standards.

Implement necessary circulation improvements. Measure performance and effectiveness of existing traffic control devices, through collection and analysis of traffic data. Evaluate and compare existing conditions to professional standards.

Review and evaluate traffic impact reports and projections submitted by outside consultants created by new and proposed developments and right of way incursions.

Program Provided in Partnership With

Planning and Development Services, Field Services, Inspection Services, Risk Management, Capital Project Management, Police, Rural Metro, Arizona Department of Transportation

Program Customers

Users of the roadway network, neighborhoods, City Manager, Field Services, Inspection Services, Planning and Development Services, Risk Management, Transit, Transportation Planning, Intelligent Transportation Systems

City Council's Broad Goal(s)

Neighborhoods, Transportation

Basic Equipment

Personal Computers, Microsoft Office Suite, professional publications/reference materials

Special Equipment

Specialized computer software, federal and state standards and guidelines, traffic counters, specially equipped vehicles

TRAFFIC ENGINEERING

Transportation Department

Performance Measures

Program/Service Outputs: (goods, services, units produced)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
# of Traffic Control and Speed Limit studies completed	26	24	25	25

Program/Service Outcomes: (based on program objectives)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
Continuous reduction in City property and liability loss	\$293,868	\$362,592	\$248,304	\$230,000

Program Staffing

1 Full-time	SR TRAFFIC ENGINEER ANALYST	1.00
1 Full-time	TRAFFIC ENGINEER TECH SUPVR	1.00
2 Full-time	TRAFFIC ENGINEERING ANALYST	2.00
1 Full-time	TRAFFIC ENGINEERING DIRECTOR	1.00
3 Full-time	TRAFFIC ENGINEERING TECH	3.00
Total Program FTE		8.00

Prior Year Highlights

Prior Year Highlights for City programs are currently being finalized by the staff and will be included in the adopted FY 2004/05 budget.

INTELLIGENT TRANSPORTATION SYSTEMS

Transportation Department

Program Description

The Intelligent Transportation Systems (ITS) program operates and coordinates the local and regional traffic system through the Scottsdale Traffic Management Center. The program is responsible for the planning, oversight, and installation of the City's Traffic Signal Control System and the AZTech automated roadway management technology. It coordinates with Scottsdale Police Department Traffic Enforcement, Arizona Department of Public Safety, Maricopa County, and Arizona Department of Transportation for rapid response initiative and provides City representation to neighboring communities and regional organizations.

Trends

Staff has prepared their FY 2003/04 budget for these challenging times. The continuing uncertainty that exists from possible additional terrorist activities, a war in the Middle East, and other Homeland Security issues has created a need to use the Traffic Management Center for other than simple traffic emergencies. While working with the City's Emergency, Safety, and Planning Committee, it was realized that the Traffic Signal Control network could be utilized to aid in mass evacuations. The network of CCTV cameras could also prove invaluable during various types of emergencies. The Traffic Management Center is also equipped to serve as an alternate Emergency Operations Center.

Program Broad Goals

Hold travel time on City streets steady, and where possible, reduce travel time, even as traffic volume increases due to growth.

Reduce traffic incident and special event delay.

Communicate rapidly between Police Department, Emergency Services, Arizona Department of Transportation, Fire, and vehicle drivers to enhance roadway safety.

Program 2004/05 Objectives

Develop and periodically update a Level of Service map.

Reduce the average duration of incidents on major arterials by 5 minutes annually, beginning in July 2004.

Begin equipment migration to Ethernet protocol.

Program Provided in Partnership With

Police and Fire Departments, Municipal Services, Inspection Services, Information Systems, Capital Project Management, AZTech Regional ITS group

Program Customers

Driving public, City Municipal Services, driving public, Police and Fire, Arizona Department of Transportation and Maricopa County Department of Transportation, AZTech Partners, Cities of Phoenix, Tempe and Mesa, local radio and television, transit services and pedestrians, commercial freight providers, Federal Highway Administration

City Council's Broad Goal(s)

Transportation

Basic Equipment

Personal Computers, Microsoft Office Suite, hand tools, City phone system, cellular phones, City radios

Special Equipment

Vehicle detection devices, communication hardware, tools and test equipment for fiber optic cable, copper wire and wireless communication media, specialized software, hardware and firmware. Specialized vehicles. Closed Circuit TV cameras, Changeable Message Signs, leased signal lines, and City-owned communications infrastructure, consisting of copper, fiber and wireless devices

Resources by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
Special Revenue Fund Support	\$530,344	\$503,380	\$503,380	\$566,047
Total Program Revenues	\$530,344	\$503,380	\$503,380	\$566,047

Expenditures by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
Personal Services	\$236,717	\$208,710	\$208,710	\$201,759
Contractual Services	275,915	278,670	278,670	363,288
Commodities	17,712	16,000	16,000	1,000
Total Program Budget	\$530,344	\$503,380	\$503,380	\$566,047

INTELLIGENT TRANSPORTATION SYSTEMS

Transportation Department

Performance Measures

Program/Service Outputs: (goods, services, units produced)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
Expand ITS monitoring network of CCTV cameras throughout the City	26 machine vision cameras and 7 CCTVs installed	30 additional CCTVs installed	5 additional CCTVs	5 additional CCTVs
# of basic timing changes implemented by Traffic Management Center staff	50	100	125	150

Program/Service Outcomes: (based on program objectives)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
Reduced or stable delays on ITS corridors	n/a	10 - 15% reduction	5% reduction	0% reduction No additional delay

Program Staffing

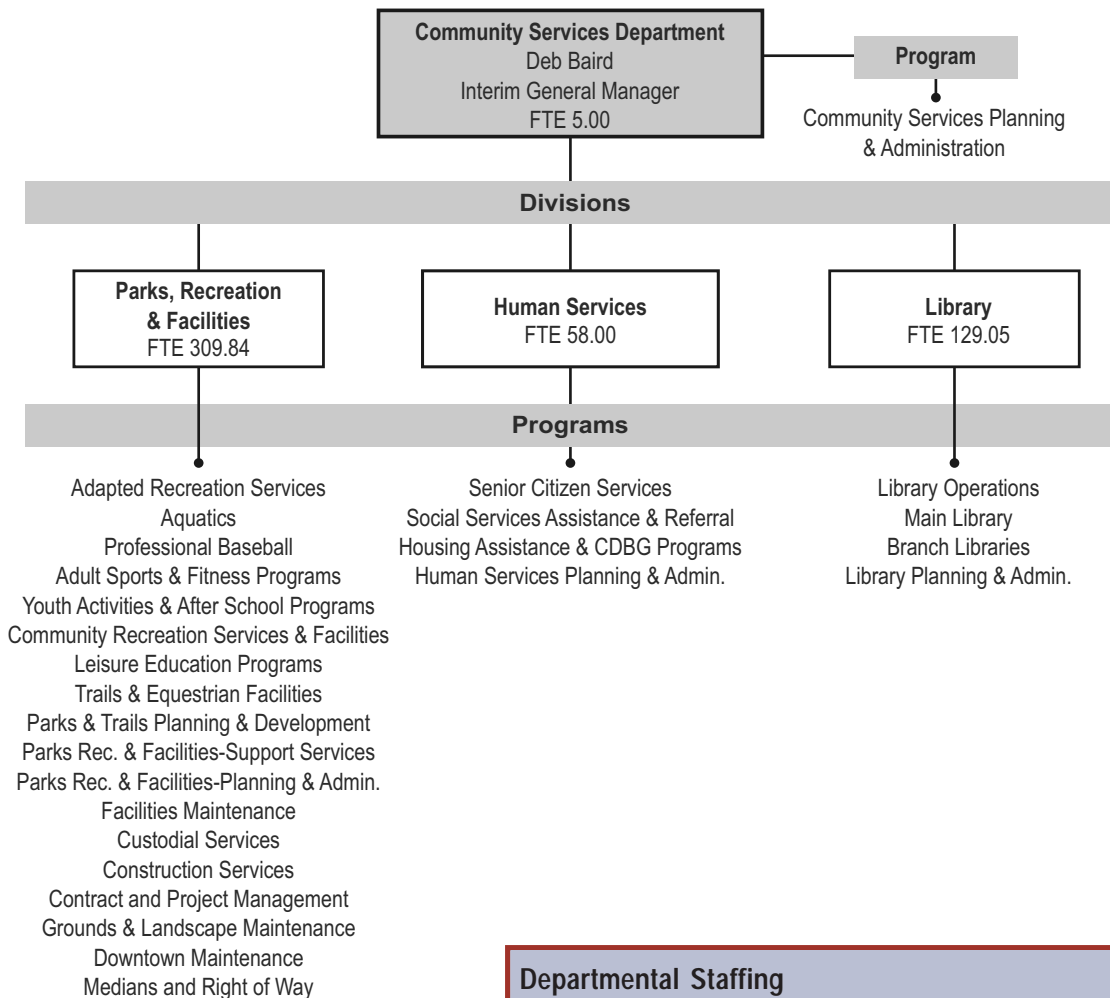
2 Full-time ITS ANALYST	2.00
1 Full-time ITS TECH	1.00
Total Program FTE	3.00

Prior Year Highlights

Prior Year Highlights for City programs are currently being finalized by the staff and will be included in the adopted FY 2004/05 budget.



Community Services Department



Mission

Improve and preserve Scottsdale's quality of life through the development of safe and highly maintained facilities, and imaginative services that provide opportunities for family interaction, cultural enrichment, and development of lifetime skills which build self-esteem, promote healthy lifestyles, and are a catalyst for community involvement. Provide assistance and guidance to those in need and link our citizens with information and resources throughout the world.

Departmental Staffing

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
Full-time Equivalent (FTE)	516.10	516.10	506.05	513.64
% of City's FTE's				23.9%

Departmental Expenditures by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
Personal Services	\$22,623,119	\$24,207,195	\$24,207,195	\$25,080,390
Contractual Services	15,783,640	17,197,362	17,460,849	15,571,909
Commodities	4,113,742	3,763,911	3,915,007	3,853,967
Capital Outlays	236,467	-	-	37,000
Total Program Budget	\$42,756,968	\$45,168,468	\$45,583,051	\$44,543,266
Grant/Trust Expenditures	\$5,886,154	\$8,085,216	\$8,163,826	\$7,496,493
% of City's Total Program Operating Budget				17.2%

COMMUNITY SERVICES PLANNING AND ADMINISTRATION

Community Services Department

Program Description

The Community Services Planning and Administration program provides guidance and support to the Parks, Recreation & Facilities, Human Services and Library Systems Divisions. Key initiatives are encouraging innovative thinking and expanded productivity through efficient use of resources to offer quality services to citizens, and to ensure attainment of City Leadership and City Council Broad Goals.

Trends

Increased awareness of real and perceived threats creates a higher demand for security measures in public facilities. Demand from residents for access to emerging technology and ability to do businesses and obtain information faster, easier, and on their timetable is changing service delivery requirements. Budget constraints require doing more with less.

Program Broad Goals

Effectively manage and oversee planning, capital improvement projects and financial activities for the Community Services Department.

Update the departmental strategic plan to reflect goals; strategies and tactics outlined by City Council and City executive staff.

Enhance the provision of Community Services with related parks and recreation facilities, human services, and libraries that encourage family interactions, accommodate community functions and provide opportunities for positive use of leisure time.

Program 2004/05 Objectives

Continue to plan, promote and administer the Capital Improvement Projects for the Community Services Department.

Ensure the continued development and refinement of the program budgets for the Community Services Department.

Provide Parks, Recreation, Human Services, Library services and facilities to support the needs of Scottsdale families.

Program Provided in Partnership With

City Council, City Manager, City Staff, Parks and Recreation Commission, Human Services Commission, Library Advisory Board, WestWorld, TPC, Stadium Subcommittee

Program Customers

Community Services Department staff, City Manager, City Council, City Boards and Commissions

City Council's Broad Goal(s)

Neighborhoods, Fiscal and Resource Management, Open and Responsive Government

Basic Equipment

Personal computers, Microsoft Office Suite, telephones, calculators, and office equipment

Special Equipment

SmartStream financial software, Land Information System (LIS)

Resources by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
General Fund Support	\$651,519	\$558,549	\$575,049	\$673,215
Total Program Revenues	\$651,519	\$558,549	\$575,049	\$673,215

Expenditures by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
Personal Services	\$436,419	\$418,749	\$418,749	\$529,882
Contractual Services	184,058	131,050	147,550	134,083
Commodities	31,042	8,750	8,750	9,250
Total Program Budget	\$651,519	\$558,549	\$575,049	\$673,215

COMMUNITY SERVICES PLANNING AND ADMINISTRATION

Community Services Department

Performance Measures

Program/Service Outputs: (goods, services, units produced)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
# attending Parks and Recreation Facilities, Human Services Facilities and Libraries annually	6,797,090	7,485,295	7,707,000	7,940,000
# of volunteer hours provided annually in Parks and Recreation, Human Services and Libraries	138,584	137,374	138,000	138,000

Program/Service Outcomes: (based on program objectives)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
Provide parks, recreation, human services and libraries that meet the needs of the community. Annually 95% of City residents indicate Scottsdale as a good place to raise a family	96%	96%	96%	96%
Volunteer staffing and involvement will not be less than 10% of the Community Services Department staffing commitment	12.9%	12.8%	12.8%	12.8%

Program Staffing

1 Full-time	ADMINISTRATIVE SECRETARY	1.00
2 Full-time	DEPARTMENT ADVISOR	2.00
1 Full-time	GENERAL MANAGER	1.00
1 Full-time	SPECIAL PROJ / CONTRACTS MGR	1.00
Total Program FTE		5.00

Prior Year Highlights

Prior Year Highlights for City programs are currently being finalized by the staff and will be included in the adopted FY 2004/05 budget.

ADAPTED RECREATION SERVICES

Community Services Department

Program Description

The Adapted Recreation Services program provides comprehensive recreation programs and services designed to meet the needs of customers of all ages with disabilities. Inclusive recreation participation is facilitated as well as the provision of specialized programming options. Examples of programs offered through Adapted Recreation are monthly dances, monthly social club outings, Teen after school and summer programs, Special Olympics programs and inclusion support through City offered classes and programs. This program also monitors program compliance with the Americans with Disabilities Act as well as providing advice to others about the nuances of ADA.

Trends

Increased program participation with low staff to participant ratios.

Program Broad Goals

Provide recreation services to disabled citizens. Continue to provide inclusion services and lower staff to participant ratios.

Continue to monitor in order to be in compliance with the Americans with Disabilities Act regarding reasonable and equitable program accommodation.

Program 2004/05 Objectives

Begin implementation of ADA Transition Plan as a result of consultant report.

Program Provided in Partnership With

Human Services program, Scottsdale School District, Special Olympics, other Valley cities

Program Customers

Disabled Scottsdale youth and adult citizens, annual attendance/contacts 12,749

City Council's Broad Goal(s)

Neighborhoods

Basic Equipment

Recreation and education supplies, computers, handicapped van

Special Equipment

Adapted recreation equipment

Resources by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
General Fund Support	\$272,040	\$280,886	\$280,886	\$300,561
General Fund Program Fee/Charges	\$6,554	\$5,000	\$5,000	\$5,000
Total Program Revenues	\$278,594	\$285,886	\$285,886	\$305,561

Expenditures by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
Personal Services	\$260,282	\$255,375	\$255,375	\$276,736
Contractual Services	11,523	13,626	13,626	15,040
Commodities	6,788	16,885	16,885	13,785
Total Program Budget	\$278,594	\$285,886	\$285,886	\$305,561

ADAPTED RECREATION SERVICES

Community Services Department

Performance Measures

Program/Service Outputs: (goods, services, units produced)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
# of volunteer hours used to assist in providing services	985	1,100	1,300	1,350

Program/Service Outcomes: (based on program objectives)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
Maintain appropriate ratios of participants to staff for inclusion purposes and safety of participants, per participants	6 to 1 1,127 participants	6 to 1 1,160 participants	6 to 1 1,235 participants	6 to 1 1,250 participants

Program Staffing

2 Part-time	RECREATION LEADER I	1.00
12 Part-time	RECREATION LEADER II	3.88
1 Full-time	RECREATION LEADER III	1.00
1 Full-time	SR REC COORD MAINT	1.00
Total Program FTE		6.88

Prior Year Highlights

Prior Year Highlights for City programs are currently being finalized by the staff and will be included in the adopted FY 2004/05 budget.

Program Description

The Aquatics program provides a wide variety of leisure aquatic activities for public use. The City operates three pools, two of which are open on a year-round basis. The aquatic facilities provide structured classes such as water exercise; learn to swim programs, specialty classes, water safety classes and recreational teams. The pools also offer general public swim hours, lap swimming and host public rentals, special events and group reservations. The pools are also home to City-sponsored US Swim, Dive, and Synchronized Swimming teams as well as six local High School Swim and Dive Teams. This program also provides the technical expertise to repair and maintain all of the pools and fountains Citywide.

Trends

Wait lists for summer programs continue to grow as pool time and space become more limited. Sponsored teams continue to request more pool space to the detriment of public use. Sponsored teams are being charged to use the pool for the first time with a 6-month trial program.

Program Broad Goals

- Complete the renovation of Chaparral Pool Shower/Locker facility.
- Continue to provide a wide range of aquatic and fitness programs and activities for adults, youth, and seniors.
- Plan for the preventive maintenance of the City's aquatic facilities to assure that they remain safe and operating efficiently.

Program 2004/05 Objectives

- Complete the final design to construction documents for the McDowell Mountain Ranch Aquatic Center and obtain approval from City Council to proceed with construction.
- Complete operations plan for the McDowell Mountain Ranch Aquatic Center.

Program Provided in Partnership With

Scottsdale School District, Cave Creek School District, Scottsdale Aquatic Club, Clavadistas del Sol (diving), Scottsdale Synchronized Swimming, Scottsdale citizens

Program Customers

Scottsdale youth, adults and senior citizens, people recovering from medical problems, annual attendance/contacts 268,071

City Council's Broad Goal(s)

Neighborhoods

Basic Equipment

Recreation and education supplies, computers, maintenance vehicles

Special Equipment

Pool facilities and equipment, specialized aquatic supplies and machinery such as pumps, filters, chlorine scrubbers, chemical controllers. Chemicals such as chlorine gas and caustic

Resources by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
General Fund Support	\$758,738	\$851,359	\$854,676	\$819,868
General Fund Program Fee/Charges	\$251,551	\$247,900	\$247,900	\$320,000
Total Program Revenues	\$1,010,289	\$1,099,259	\$1,102,576	\$1,139,868

Expenditures by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
Personal Services	\$848,192	\$946,486	\$946,486	\$970,925
Contractual Services	34,573	39,294	39,974	43,498
Commodities	127,524	113,479	116,116	125,445
Total Program Budget	\$1,010,289	\$1,099,259	\$1,102,576	\$1,139,868

AQUATICS

Community Services Department

Performance Measures

Program/Service Outputs: (goods, services, units produced)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
# of participants attending "Learn to Swim" classes annually	31,430	34,000	35,000	36,000
# in attendance annually at each of the City's 3 pools	284,522	285,000	310,000	312,000

Program/Service Outcomes: (based on program objectives)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
Reduce # of potential participants on wait lists and maintain/increase the level of recreation services for adults. requests "waiting"	500 aquatic swim class registration requests "waiting"	500 aquatic swim class registration requests "waiting"	600 aquatic swim class registration requests "waiting"	600 aquatic swim class registration

Program Staffing

2 Full-time	AQUATICS MAINT TECH	2.00
10 Part-time	ASSISTANT POOL MANAGER	6.26
77 Part-time	LIFEGUARD/INSTRUCTOR	20.59
2 Full-time	POOL MANAGER	2.00
1 Part-time	POOL MANAGER	0.53
1 Full-time	SR REC COORD MAINT	1.00
Total Program FTE		32.38

Prior Year Highlights

Prior Year Highlights for City programs are currently being finalized by the staff and will be included in the adopted FY 2004/05 budget.

Program Description

The Professional Baseball program at Indian School Park is a 13-acre, four and half field baseball complex maintained at a professional level throughout the year for the San Francisco Giants baseball organization. This program also includes the professional baseball services offered at the Scottsdale Stadium. The stadium is used for Cactus League Spring Training from January 15th to April 15th through a contract with the San Francisco Giants and Scottsdale Charros. The Stadium also hosts two of Major League Baseball's Arizona Fall League teams from October through November. The San Francisco Giants Rookie League utilizes the Stadium field part of July and August.

Trends

A new practice facility is being sought by the San Francisco Giants.

Program Broad Goals

Provide safe and well-maintained facilities in accordance with existing contract to Major League Baseball standards.

Continue to market the Scottsdale Stadium to provide maximum attendance and enhance economic vitality during Cactus League Baseball season.

Program 2004/05 Objectives

Upgrade the sports lighting at the Scottsdale Stadium to a state of the art lighting system to reduce energy consumption and neighborhood impact.

Program Provided in Partnership With

Scottsdale Charros, San Francisco Giants, Scottsdale citizens

Program Customers

Scottsdale citizens, tourists

City Council's Broad Goal(s)

Neighborhoods, Economy

Basic Equipment

Computers, telephones, Nextel phones, mowers, blowers, EZ Gos, trucks, and other maintenance equipment

Special Equipment

The Stadium field requires a high level of year round maintenance. The field is sand based and requires year round nutrient feeding, centralized irrigation system maintenance and winter rye grass application. Staff completes all maintenance mowing along with all exterior landscape maintenance

Resources by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
General Fund Support	\$258,834	\$286,366	\$286,366	\$287,788
General Fund Program Fee/Charges	\$90,000	\$90,000	\$90,000	\$90,000
Total Program Revenues	\$348,834	\$376,366	\$376,366	\$377,788

Expenditures by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
Personal Services	\$205,856	\$227,819	\$227,819	\$232,548
Contractual Services	53,480	50,874	50,874	44,495
Commodities	89,499	97,673	97,673	100,745
Total Program Budget	\$348,834	\$376,366	\$376,366	\$377,788

Performance Measures

Program/Service Outputs: (goods, services, units produced)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
# attending Cactus League games held at the Scottsdale Stadium	129,929	133,249	135,000	135,000
Dollars generated by Cactus League in the community	\$11,941,383	\$12,000,000	\$12,000,000	\$12,000,000

Program/Service Outcomes: (based on program objectives)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
Maintain/increase attendance at Cactus League games through marketing strategies	129,929/13 games	135,000/15 games	135,000/15 games	135,000/15 games

Program Staffing

1 Full-time	MAINTENANCE TECH II	1.00
1 Full-time	MAINTENANCE WORKER II	1.00
3 Full-time	PARKS LABORER	3.00
Total Program FTE		5.00

Prior Year Highlights

Prior Year Highlights for City programs are currently being finalized by the staff and will be included in the adopted FY 2004/05 budget.

ADULT SPORTS & FITNESS PROGRAMS

Community Services Department

Program Description

The Adult Sports and Fitness programs are Citywide using lighted sports facilities, fitness centers and tennis centers as well as gymnasiums at public schools. Facilities include: Club SAR, with health and fitness programs such as weightlifting, boxing, spinning, and other cardiovascular/muscle endurance activities using rowers, stair climbers, bikes and treadmills. Cactus Aquatic and Fitness Center offers strength training, athletic training, toning and general conditioning, and an opportunity to develop a fitness program for specific needs. Cactus also offers a wide variety of exercise classes including aerobics, yoga and leisure education classes. Indian School Park and Scottsdale Ranch Park Tennis Centers offer year round adult leagues in tennis, racquetball, and volleyball, including mixed doubles, singles, tournament play and co-ed leisure play. These programs also include year-round Scottsdale Stadium operations, which hosts many public events and rentals throughout the year with the exception of the Cactus League use period (January - April).

Trends

Identified lack of lighted sports fields, particularly in the northern portion of the City, to keep up with the demand for use by youth groups and adult sports leagues.

Program Broad Goals

Continue to provide recreational and fitness opportunities for the adults of the community with adult programs and facilities.

Continue to work with the Scottsdale School District to coordinate and complement recreational activities for adults.

Program 2004/05 Objectives

Begin programming the new Eldorado Fitness Center facility that opened in Summer 2003.

Continue with the planning and design of the Chaparral Park Extension project that includes 2 additional lighted multi-use fields.

Program Provided in Partnership With

Scottsdale School District, Scottsdale Citizens, United States Tennis Association (USTA), Fiesta Bowl

Program Customers

Scottsdale citizens, adults and seniors, businesses, churches, annual attendance/contacts 1,362,768

City Council's Broad Goal(s)

Neighborhoods

Basic Equipment

Education and recreation supplies, computers, telephones

Special Equipment

Weight training and cardiovascular equipment, exercise equipment, tennis nets and windscreens, equipment to maintain tennis courts

Resources by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
General Fund Support	\$1,720,341	\$1,806,178	\$1,877,241	\$1,772,878
General Fund Program Fee/Charges	\$1,103,785	\$986,766	\$986,766	\$1,058,500
Total Program Revenues	\$2,824,126	\$2,792,944	\$2,864,007	\$2,831,378

Expenditures by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
Personal Services	\$1,885,278	\$1,949,182	\$1,949,182	\$1,977,884
Contractual Services	606,560	597,979	648,098	621,782
Commodities	332,289	245,783	266,727	231,712
Total Program Budget	\$2,824,126	\$2,792,944	\$2,864,007	\$2,831,378

ADULT SPORTS & FITNESS PROGRAMS

Community Services Department

Performance Measures

Program/Service Outputs: (goods, services, units produced)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
# of adult registrations processed for adult sports leagues	16,348	16,680	16,950	17,180

Program/Service Outcomes: (based on program objectives)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
Maintain/increase the level of recreation services for adults	934 teams—4.33 teams per 1000 residents	980 teams—4.50 teams per 1000 residents	990 teams—4.63 teams per 1000 residents	1002 teams—4.70 teams per 1000

Program Staffing

9 Full-time	MAINTENANCE WORKER II	9.00
2 Full-time	MAINTENANCE WORKER III	2.00
1 Full-time	RECREATION COORD	1.00
2 Full-time	RECREATION COORD MAINT	2.00
11 Part-time	RECREATION LEADER I	2.77
27 Part-time	RECREATION LEADER II	15.79
5 Full-time	RECREATION LEADER III	5.00
43 Part-time	RECREATION SPECIALIST	4.67
1 Full-time	SR REC COORD MAINT	1.00
1 Full-time	STADIUM COORD	1.00
1 Part-time	STADIUM OPER WORKER	0.75
Total Program FTE		44.98

Prior Year Highlights

Prior Year Highlights for City programs are currently being finalized by the staff and will be included in the adopted FY 2004/05 budget.

YOUTH ACTIVITIES & AFTER SCHOOL PROGRAMS

Community Services Department

Program Description

The Youth Activities and After School programs include afterschool recreation programs for elementary youth at nine school and park facilities throughout the City. The program also includes Family First/ Connect with your Neighbors events; Citywide events including Mighty Mud Mania and Holiday Harmony, Keep an Eye on Your Park program at 27 neighborhood parks, Handlebar Helpers and the International Club outreach, and the Total Recreation Enrichment Club summer program at 5 sites throughout the City. These programs also provide structured team sports leagues at different skill levels for 4th-8th grade children in the Scottsdale School system and includes: Flag Football, Volleyball, Basketball, Track and Field, and Roller Hockey. The Intersession Program provides structured classroom and open play opportunities for children 1st-8th grades during school break periods. This program also administers "partnership funding" which allows youth sports organizations to apply for 50% funding for sports fields improvements on City scheduled sports fields; administers field allocation and is the primary liaison to school districts for development and use of sports fields.

Trends

Increased level of maintenance to sports fields on School District property are being sought by youth groups. The addition of more lighted facilities would increase opportunity for field use time.

Program Broad Goals

Complete a pilot program regarding maintenance of youth sports facilities on City parks and Scottsdale School District facilities.

Continue to work with all surrounding school districts to coordinate and complement recreational activities for youth.

Program 2004/05 Objectives

Analyze the results of a pilot program regarding the maintenance of youth fields on school district property and report back to Council on Continue to focus efforts on the positive development of youth with programs and activities Citywide.

Program Provided in Partnership With

Scottsdale School District, Scottsdale citizens

Program Customers

Scottsdale youth and adults, annual attendance/contacts 138,581

City Council's Broad Goal(s)

Neighborhoods

Basic Equipment

Education and recreation supplies, computers, telephones

Special Equipment

CLASS software, watchkeeper software and hardware for sports lighting control, sports equipment such as balls, cones, scoreboards, etc.

Resources by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
General Fund Support	\$935,631	\$1,331,327	\$1,352,935	\$1,540,181
General Fund Program Fee/Charges	\$306,291	\$334,152	\$334,152	\$277,475
Special Revenue Fund Fees/Charges/Donations	-	-	-	\$70,237
Total Program Revenues	\$1,241,922	\$1,665,479	\$1,687,087	\$1,887,893

Expenditures by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
Personal Services	\$959,026	\$1,142,275	\$1,142,275	\$1,181,547
Contractual Services	160,577	414,883	419,347	587,466
Commodities	120,511	108,321	125,465	118,880
Capital Outlays	1,808	-	-	-
Total Program Budget	\$1,241,922	\$1,665,479	\$1,687,087	\$1,887,893

YOUTH ACTIVITIES & AFTER SCHOOL PROGRAMS

Community Services Department

Performance Measures

Program/Service Outputs: (goods, services, units produced)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
# of youth sports registrations processed by non profit community sports organizations	2,125	2,236	2,281	2,326
# of afterschool and intersession registrations processed	1,475	1,561	1,592	1,624

Program/Service Outcomes: (based on program objectives)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
Maintain/increase the level of recreation services for youth in after school sports programs	170 youth sports teams Citywide	173 youth sports teams Citywide	177 youth sports teams Citywide	182 youth sports teams Citywide

Program Staffing

11 Part-time	RECREATION LEADER I	1.65
1 Full-time	RECREATION LEADER II	1.00
49 Part-time	RECREATION LEADER II	13.51
5 Full-time	RECREATION LEADER III	5.00
1 Part-time	RECREATION LEADER III	0.20
57 Part-time	RECREATION SPECIALIST	6.12
3 Full-time	SR REC COORD	3.00
Total Program FTE		30.48

Prior Year Highlights

Prior Year Highlights for City programs are currently being finalized by the staff and will be included in the adopted FY 2004/05 budget.

COMMUNITY RECREATION SERVICES & FACILITIES

Community Services Department

Program Description

The Community Recreation Services and Facilities program is comprised of all community level and specialty parks including: McCormick-Stillman Railroad Park, Chaparral Park, Mountain View Park, Eldorado Park, Vista del Camino Park, Horizon Park, and all of the park facilities in the northern area: Sonoran Hills, DC Ranch, Grayhawk Neighborhood, McDowell Mountain Ranch Park, and La Mirada Desert Center. These parks provide urban open space as well as community centers, reservations for community gatherings, recreation activities, and direct citizen/customer service to the patrons of the park.

Trends

Growth of urban development and the desire to increase the size of the McDowell-Sonoran Preserve continues to limit use of public facility space, i.e., lighted sports fields and other recreation and educational opportunities.

Program Broad Goals

Continue to focus efforts on the positive development of our youth with programs and activities throughout the City.

Implement recreation programming to provide recreation in underserved and growth areas throughout the City.

Program 2004/05 Objectives

Continue to work with citizens who live adjacent to community park facilities to be a good neighbor.

Continually assess the effectiveness of the new park rules throughout the park system.

Program Provided in Partnership With

Bureau of Reclamation, Scottsdale Railroad and Mechanical Society, Yaqui Community, Scottsdale Boys and Girls Club, Concerned Citizens of Scottsdale, Scottsdale citizens

Program Customers

Scottsdale citizens and winter visitors, businesses, clubs and schools, annual attendance/contacts 3,166,232

City Council's Broad Goal(s)

Neighborhoods

Basic Equipment

Phones, computers, educational and recreation supplies, maintenance equipment to maintain all areas

Special Equipment

CLASS software, maintenance vehicles and equipment, audiovisual equipment

Resources by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
General Fund Support	\$2,911,482	\$3,361,276	\$3,373,117	\$3,947,710
Special Revenue Fund Fees/Charges/Donations	\$1,193,528	\$1,192,000	\$1,192,000	\$842,000
General Fund Program Fee/Charges	\$190,052	\$179,000	\$179,000	\$184,000
Total Program Revenues	\$4,295,062	\$4,732,276	\$4,744,117	\$4,973,710

Expenditures by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
Personal Services	\$3,273,683	\$3,473,539	\$3,473,539	\$3,464,476
Contractual Services	338,319	583,517	591,311	922,196
Commodities	678,064	675,220	679,267	587,038
Capital Outlays	4,995	-	-	-
Total Program Budget	\$4,295,062	\$4,732,276	\$4,744,117	\$4,973,710

COMMUNITY RECREATION SERVICES & FACILITIES

Community Services Department

Performance Measures

Program/Service Outputs: (goods, services, units produced)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
# attending community level parks annually	2,880,612	2,900,000	3,000,000	3,200,000
# of developed acres of community level parks maintained	356	356	356	447

Program/Service Outcomes: (based on program objectives)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
Provide opportunities for citizens to reserve the use of City parks and recreation facilities.	160,000 hours reserved	160,000 hours reserved	165,000 hours reserved	165,000 hours reserved

Program Staffing

2 Full-time	MAINTENANCE TECH II	2.00
7 Full-time	MAINTENANCE WORKER I	7.00
1 Part-time	MAINTENANCE WORKER II	0.50
16 Full-time	MAINTENANCE WORKER II	16.00
7 Full-time	MAINTENANCE WORKER III	7.00
1 Full-time	RECREATION COORD	1.00
3 Full-time	RECREATION COORD MAINT	3.00
26 Part-time	RECREATION LEADER I	9.48
47 Part-time	RECREATION LEADER II	26.45
2 Full-time	RECREATION LEADER II	2.00
1 Part-time	RECREATION LEADER III	0.52
6 Full-time	RECREATION LEADER III	6.00
5 Part-time	RECREATION SPECIALIST	0.82
1 Full-time	SR REC COORD MAINT	1.00

Total Program FTE 82.77

Prior Year Highlights

Prior Year Highlights for City programs are currently being finalized by the staff and will be included in the adopted FY 2004/05 budget.

LEISURE EDUCATION PROGRAMS

Community Services Department

Program Description

The Leisure Education programs implement the offering of recreational and leisure time activities and classes to citizens at reasonable costs. Classes are offered over a wide spectrum of ages and interests. The programs offer exposure and initial experience in a variety of areas. Some examples are Parent and Child activity classes, pre-school offerings, pottery, dance, fitness, computers, hikes and day trips. In addition this program facilitates the publicity and registration for all division programs through the quarterly recreation program brochure. The program also provides customer service for private rentals at all Parks and Recreation program and Human Service facilities (except McCormick Stillman Railroad Park). In addition, these programs provide facility scheduling information and training for staff bookings and use.

Trends

Change in Scottsdale's population demographics resulting in a higher percentage of non-English speaking residents. Increasing population of older, but more active seniors. Greater numbers of children in growth areas are impacting the provision of recreation programs.

Program Broad Goals

Continue to enhance customer service through technology, which now enables customers to register for recreation programs on-line.

Develop a program whereby citizens can access the web to see what specific amenities are available and if a park facility is available for

Program 2004/05 Objectives

Begin to effectively use the City's web page for citizen information on registration for programs and reservations of facilities.

Program Provided in Partnership With

Scottsdale School District, Scottsdale citizens, businesses, churches, homeowners associations, clubs

Program Customers

Scottsdale citizens, adults and seniors, homeowners associations, clubs, businesses and churches, annual attendance/contacts 86,885

City Council's Broad Goal(s)

Neighborhoods

Basic Equipment

Computers, telephones, office equipment

Special Equipment

CLASS software, education and recreation supplies

Resources by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
General Fund Program Fee/Charges	\$446,563	\$430,000	\$430,000	\$445,000
General Fund Support	\$332,758	\$431,617	\$431,903	\$425,416
Total Program Revenues	\$779,321	\$861,617	\$861,903	\$870,416

Expenditures by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
Personal Services	\$380,060	\$433,174	\$433,174	\$442,478
Contractual Services	386,841	413,943	413,943	414,188
Commodities	12,420	14,500	14,786	13,750
Total Program Budget	\$779,321	\$861,617	\$861,903	\$870,416

LEISURE EDUCATION PROGRAMS

Community Services Department

Performance Measures

Program/Service Outputs: (goods, services, units produced)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
# of City of Scottsdale recreation classes and programs offered	3,401	3,502	3,500	3,500

Program/Service Outcomes: (based on program objectives)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
Respond effectively and efficiently to customer and recreation program requests for use of Community Service facilities	95,621 hours reserved for use of indoor facilities	92,411 hours reserved for use of indoor facilities	92,500 hours reserved for use of indoor facilities	92,500 hours reserved for use of indoor facilities
Increase touchtone or internet registration through technology	56% registrants use	60% registrants use	64% registrants use	68% registrants use

Program Staffing

1 Part-time	RECREATION LEADER II	0.76
4 Full-time	RECREATION LEADER III	4.00
3 Part-time	RECREATION SPECIALIST	2.04
1 Full-time	SR REC COORD	1.00
2 Part-time	SUPPORT SPECIALIST	1.36
Total Program FTE		9.16

Prior Year Highlights

Prior Year Highlights for City programs are currently being finalized by the staff and will be included in the adopted FY 2004/05 budget.

TRAILS & EQUESTRIAN FACILITIES

Community Services Department

Program Description

The Trails and Equestrian Facilities program includes the City's two neighborhood equestrian parks - Stonegate and Mescal. These facilities provide equestrian arenas and other amenities to serve the equestrian population. In addition this program also includes 150-acre Pinnacle Peak

Park and Trailhead, which provides a variety of educational opportunities through guided tours, talks, interpretive signs, written materials and school programs relating to the natural and cultural history of the area. The 1.75-mile trail also provides hiking, horseback riding and rock

Increased number of active "special-interest" groups such as rock-climbers, equestrian groups and dog advocates.

Program Broad Goals

Accommodate equestrians with the provision of equestrian facilities in those neighborhoods in which horse property is allowed.

Continue to operate Pinnacle Peak Park to accommodate hikers, climbers and equestrians and to provide a Sonoran desert educational experience to park patrons.

Program 2004/05 Objectives

Review management and operations plan of Pinnacle Peak Park on an annual basis to track effectiveness and make changes as appropriate.

Program Provided in Partnership With

Scottsdale citizens, equestrian clubs, mountaineering association

Program Customers

Scottsdale citizens, equestrian clubs, mountaineering associations, winter visitors, annual attendance/contacts 170,785

City Council's Broad Goal(s)

Neighborhoods, Preservation

Basic Equipment

Computers, office equipment

Special Equipment

Trucks, trail signage, special tools for maintaining trails, drags to maintain arenas

Resources by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
General Fund Support	\$135,896	\$125,321	\$125,321	\$130,457
Total Program Revenues	\$135,896	\$125,321	\$125,321	\$130,457

Expenditures by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
Personal Services	\$109,600	\$93,229	\$93,229	\$97,598
Contractual Services	13,472	7,724	7,724	13,359
Commodities	12,823	24,368	24,368	19,500
Total Program Budget	\$135,896	\$125,321	\$125,321	\$130,457

TRAILS & EQUESTRIAN FACILITIES

Community Services Department

Performance Measures

Program/Service Outputs: (goods, services, units produced)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
# of volunteer hours utilized at Pinnacle Peak Park	2,155	4,127	4,200	4,200

Program/Service Outcomes: (based on program objectives)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
Maintain or reduce the cost to provide trailhead and interpretive programming	\$8.80 per participant	\$4.60 per participant	\$4.00 per participant	\$4.00 per participant
# of annual attendees at Pinnacle Peak Park	20,323	170,785	250,000	275,000

Program Staffing

1 Full-time	RECREATION COORD	1.00
4 Part-time	RECREATION LEADER II	1.20
Total Program FTE		2.20

Prior Year Highlights

Prior Year Highlights for City programs are currently being finalized by the staff and will be included in the adopted FY 2004/05 budget.

PARKS & TRAILS PLANNING AND DEVELOPMENT

Community Services Department

Program Description

The Parks and Trails Planning program plans, coordinates and facilitates the implementation of parks and trails throughout the City. Staff works with internal and external agencies, citizens, and City divisions to coordinate the design and construction of various facilities related to parks, recreation, and equestrian trails facilities. This program plans the renovation of park facilities and brings master plans and park designs through the City processes. In addition, this program also includes the Parks Enhancement program. This program collects donations from citizens and businesses and then purchases items to enhance parks throughout the City. Items through this program have included park benches, memorial trees and plaques, pop-up canopies for special events, etc.

Trends

Opposition is increasing to trail connections in neighborhoods, creating additional challenges to linking the trail system Citywide.

Program Broad Goals

Complete the Trails Master Plan with public input to address not only General Plan trails but also neighborhood trails.

Continue to coordinate and facilitate the implementation of various parks and trails throughout the City.

Program 2004/05 Objectives

Begin implementation of the recommendations contained in the recently updated Trails Master Plan.

Program Provided in Partnership With

Scottsdale citizens, Preserve Program, Transportation Department

Program Customers

Scottsdale citizens, Parks and Recreation Commission, Home Owners Associations, Local Equestrian Groups

City Council's Broad Goal(s)

Neighborhoods, Preservation, Fiscal and Resource Management

Basic Equipment

Computers, office equipment

Special Equipment

Trail signage materials, special tools for maintaining trails, LIS/GIS technology

Resources by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
General Fund Support	\$179,985	\$239,021	\$231,773	\$222,811
Special Revenue Fund Fees/Charges/Donations	\$36,367	\$15,000	\$15,000	\$35,000
Grant/Trust Receipts	-	\$475,000	\$475,000	-
Total Program Revenues	\$216,352	\$729,021	\$721,773	\$257,811

Expenditures by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
Personal Services	\$165,010	\$174,431	\$174,431	\$179,033
Contractual Services	27,528	58,860	48,300	59,548
Commodities	23,815	20,730	24,042	19,230
Capital Outlays	-	-	-	-
SubTotal	\$216,352	\$254,021	\$246,773	\$257,811
Grant/Trust Expenditures	-	\$475,000	\$475,000	-
Total Program Budget	\$216,352	\$729,021	\$721,773	\$257,811

PARKS & TRAILS PLANNING AND DEVELOPMENT

Community Services Department

Performance Measures

Program/Service Outputs: (goods, services, units produced)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
# of miles of trails developed	170	170	180	195
# of planned park acres	247	235	235	144

Program/Service Outcomes: (based on program objectives)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
Maintain or increase the miles of developed equestrian trails Citywide	Miles of developed trails: 170	Miles of developed trails: 170	Miles of developed trails: 180	Miles of developed trails: 195

Program Staffing

1 Full-time	PARKS / TRAILS PLANNER	1.00
1 Part-time	PARKS / TRAILS TECH	0.55
1 Full-time	TRAILS PLANNER	1.00
Total Program FTE		2.55

Prior Year Highlights

Prior Year Highlights for City programs are currently being finalized by the staff and will be included in the adopted FY 2004/05 budget.

PARKS, RECREATION & FACILITIES-SUPPORT SERVICES

Community Services Department

Program Description

The Parks, Recreation and Facilities-Support Services program is an "internal" program which houses the support services and centralizes the services needed to operate this large division. Fleet charges, telephones, pagers, specialty lines, clothing allowance and administrative support staff are included in this program.

Trends

Physical separation of the Parks, Recreation & Facilities team members creates the need for good communication and reliance on technology to maintain levels of service.

Program Broad Goals

Continue to provide staff support to the City Council appointed Parks and Recreation Commission.

Provide support for the Parks, Recreation and Facilities program and Programs by being more efficient by centralizing those common services such as phone, fleet and uniforms.

Program 2004/05 Objectives

Work with Human Resources to streamline the uniform allowance policy Citywide.

Program Provided in Partnership With

Parks, Recreation and Facilities staff

Program Customers

Parks, Recreation and Facilities program staff, Parks and Recreation Commission

City Council's Broad Goal(s)

Neighborhoods

Basic Equipment

Office equipment, computers

Special Equipment

None

Resources by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
General Fund Support	-	\$1,468,199	\$1,468,199	\$1,536,746
Total Program Revenues	-	\$1,468,199	\$1,468,199	\$1,536,746

Expenditures by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
Personal Services	-	\$218,627	\$218,627	\$201,696
Contractual Services	-	\$1,184,097	\$1,184,097	\$1,265,880
Commodities	-	\$65,475	\$65,475	\$69,170
Total Program Budget	-	\$1,468,199	\$1,468,199	\$1,536,746

PARKS, RECREATION & FACILITIES SUPPORT SERVICES

Community Services Department

Performance Measures

Program/Service Outputs: (goods, services, units produced)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
Physical separation of the Parks, Recreation & Facilities' team members creates the need for good communication and reliance on technology to maintain levels of service # of cell phones utilized by Division employees for City	90	93	89	87
% of Division employee FTE (Full-time Equivalents) using cell phones for work	28%	29%	29%	29%

Program/Service Outcomes: (based on program objectives)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
Maintain/increase customer satisfaction using the annual citizen survey	Annual rating good/very good for recreation services: 95%	Annual rating excellent/good/fair for recreation services: 99%	Annual rating excellent/good/fair for recreation services: 99%	Annual rating excellent/good/fair for recreation services: 99%

Program Staffing

3 Full-time	ADMINISTRATIVE SECRETARY	3.00
1 Part-time	SUPPORT SPECIALIST	0.44
Total Program FTE		3.44

Prior Year Highlights

Prior Year Highlights for City programs are currently being finalized by the staff and will be included in the adopted FY 2004/05 budget.

PARKS, RECREATION & FACILITIES PLANNING & ADMINISTRATION

Community Services Department

Program Description

The Parks, Recreation and Facilities-Planning and Administration program centralizes the management staff for the Parks, Recreation and Facilities Division. Managers are physically split between the offices at Pepperwood and the North Corporation Yard to efficiently manage and provide needed support to this large and sprawling division, which includes more than 600 employees in 39 different park facilities throughout the City. In addition this program manages and maintains 849 acres of developed parks, 1.5 million square feet of public buildings, and 13 million square feet of medians and rights-of way.

Trends

Requests for new kinds of recreation facilities, i.e., dog exercise areas, skate facilities and BMX amenities, are on the rise.

Program Broad Goals

Effectively manage the Parks, Recreation and Facilities Division operations and Programs.

Program 2004/05 Objectives

Begin implementation of the recommendations contained in the recently updated Community Services Facilities Master Plan.

Program Provided in Partnership With

Parks, Recreation and Facilities staff

Program Customers

Parks, Recreation and Facilities program staff, Scottsdale citizens, Parks and Recreation Commission

City Council's Broad Goal(s)

Neighborhoods, Fiscal and Resource Management

Basic Equipment

Office equipment, computers

Special Equipment

None

Resources by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
General Fund Support	\$2,596,918	\$687,282	\$687,282	\$759,598
Total Program Revenues	\$2,596,918	\$687,282	\$687,282	\$759,598

Expenditures by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
Personal Services	\$1,217,282	\$570,010	\$570,010	\$635,923
Contractual Services	1,300,550	97,972	97,972	93,555
Commodities	79,086	19,300	19,300	30,120
Total Program Budget	\$2,596,918	\$687,282	\$687,282	\$759,598

PARKS, RECREATION & FACILITIES PLANNING & ADMINISTRATION

Community Services Department

Performance Measures

Program/Service Outputs: (goods, services, units produced)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
# of developed park acres	687.0	849.0	849.0	940.0

Program/Service Outcomes: (based on program objectives)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
Meet the needs of the community by providing opportunities for all citizens to use our parks and facilities. Increase annual attendance/contacts	4,653,336 citizen contacts	5,206,071 citizen contacts	5,300,000 citizen contacts	5,500,000 citizen contacts

Program Staffing

1 Full-time	CITIZEN SERVICES REP	1.00
1 Full-time	PARKS REC & FAC DIRECTOR	1.00
1 Full-time	PARKS REC & FAC MANAGER	1.00
3 Full-time	SERVICE AREA MANAGER	3.00
1 Full-time	SYSTEMS INTEGRATOR	1.00
Total Program FTE		7.00

Prior Year Highlights

Prior Year Highlights for City programs are currently being finalized by the staff and will be included in the adopted FY 2004/05 budget.

Program Description

The Facilities Maintenance program is responsible for all maintenance and repair of all public buildings throughout the City. All skilled maintenance disciplines are included: plumbing, electrical, HVAC, and general building maintenance and repair including carpentry, millwork, exterior and interior paint and cabinetry. This program also performs preventative maintenance on all facilities to protect the City's investment in its infrastructure and to avoid significant cost as a result of an unplanned system failure. Energy management programs such as the greenlights program, the Energy Management System, and the computer-controlled thermostats are also included in this program.

Trends

Continued stream of yearly construction projects such as tenant improvements, new facilities, irrigation and landscape projects, and major facility maintenance renovations/projects use most of current resources. During the past fiscal year, Facilities picked up added inventory responsibilities with the addition of all street bridges throughout the City.

Program Broad Goals

Continue to focus on the timely maintenance and repair of all City facilities.

Where possible, focus on preventative maintenance to protect the City's investment in its infrastructure and to keep City facilities aesthetically pleasing.

Program 2004/05 Objectives

Continue to refine the tenant improvement program and inform City staff of planning procedures for various improvements.

Continue to implement the imaging system to become more efficient with planning for repair and maintenance functions.

Program Provided in Partnership With

Scottsdale staff, Scottsdale citizens

Program Customers

All City employees and citizens as buildings are kept in good working order and aesthetically pleasing

City Council's Broad Goal(s)

Fiscal and Resource Management

Basic Equipment

Computers, vehicles, basic tools and equipment

Special Equipment

Parks, Recreation and Facilities Work Order System, which includes customer feedback, trucks and vans carrying tools and specialized maintenance equipment to maintain building systems

Resources by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
General Fund Support	\$7,746,099	\$8,068,091	\$8,220,259	\$8,482,980
Total Program Revenues	\$7,746,099	\$8,068,091	\$8,220,259	\$8,482,980

Expenditures by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
Personal Services	\$1,822,573	\$2,310,455	\$2,310,455	\$2,377,187
Contractual Services	5,058,498	5,008,733	5,098,178	5,345,431
Commodities	694,275	748,903	811,626	729,362
Capital Outlays	170,753	-	-	31,000
Total Program Budget	\$7,746,099	\$8,068,091	\$8,220,259	\$8,482,980

FACILITIES MAINTENANCE

Community Services Department

Performance Measures

Program/Service Outputs: (goods, services, units produced)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
Citywide utilities (gas, water, electric) paid for use in all parks and public buildings	\$3,912,158	\$3,858,578	\$4,003,542	\$4,203,720
Maintained public facilities Citywide (total square feet)	1,551,620	1,551,780	1,570,817	1,610,017

Program/Service Outcomes: (based on program objectives)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
Maintain or reduce the cost to provide maintenance services for City buildings	\$8.98 per square foot	\$8.94 per square foot	\$8.94 per square foot	\$8.94 per square foot

Program Staffing

3 Full-time	FAC MANAGEMENT COORD	3.00
1 Full-time	FAC MANAGEMENT SPECIALIST	1.00
9 Full-time	MAINTENANCE ELEC	9.00
8 Full-time	MAINTENANCE HVAC TECH	8.00
4 Full-time	MAINTENANCE PLUMBER	4.00
9 Full-time	MAINTENANCE TECH II	9.00
1 Full-time	SAFETY / TRAINING OFFICER	1.00
2 Full-time	SERVICE AREA MANAGER	2.00
Total Program FTE		37.00

Prior Year Highlights

Prior Year Highlights for City programs are currently being finalized by the staff and will be included in the adopted FY 2004/05 budget.

CUSTODIAL SERVICES

Community Services Department

Program Description

The Custodial Services program administers and manages janitorial services and coordinates flooring replacement in City owned and leased facilities.

Trends

Increased level of service is being demanded by City, which causes increased hours of cleaning.

Program Broad Goals

Continue to provide oversight to the contracted custodial service Citywide.

Program 2004/05 Objectives

Complete an analysis of bringing currently contracted custodians in-house.

Program Provided in Partnership With

Scottsdale staff, Scottsdale citizens

Program Customers

All City employees and citizens as parks and City buildings are kept clean and aesthetically pleasing

City Council's Broad Goal(s)

Fiscal and Resource Management

Basic Equipment

Computers, vehicles

Special Equipment

Some specialized cleaning supplies

Resources by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
General Fund Support	\$1,132,763	\$1,235,722	\$1,237,302	\$1,161,332
Total Program Revenues	\$1,132,763	\$1,235,722	\$1,237,302	\$1,161,332

Expenditures by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
Personal Services	\$126,658	\$112,936	\$112,936	\$113,622
Contractual Services	995,605	1,114,755	1,116,335	1,036,679
Commodities	10,500	8,031	8,031	11,031
Total Program Budget	\$1,132,763	\$1,235,722	\$1,237,302	\$1,161,332

CUSTODIAL SERVICES

Community Services Department

Performance Measures

Program/Service Outputs: (goods, services, units produced)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
Square feet of City facilities cleaned	648,370	662,341	662,641	662,641

Program/Service Outcomes: (based on program objectives)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
Maintain or reduce the cost to provide custodial services for City facilities.	\$2.03 per square foot	\$1.85 per square foot	\$1.85 per square foot	\$1.85 per square foot

Program Staffing

2 Full-time	FAC CONTRACT COORD	2.00
Total Program FTE		2.00

Prior Year Highlights

Prior Year Highlights for City programs are currently being finalized by the staff and will be included in the adopted FY 2004/05 budget.

Program Description

The Construction Services program maintains various building and park facilities, as well as employing skilled staff who can accomplish various construction improvements from modifications and renovations of existing facilities to major tenant improvement projects.

Trends

Completion of plans is becoming very challenging due to staff reductions.

Program Broad Goals

Continue to provide in-house construction services to maintain cost effectiveness with minor construction projects and remodels.

Continue to evaluate the need and then take the lead to implement physical improvements to City offices and buildings when appropriate.

Program 2004/05 Objectives

Develop an annual plan to prioritize projects.

Program Provided in Partnership With

Scottsdale staff, Scottsdale citizens

Program Customers

Scottsdale citizens and all City employees

City Council's Broad Goal(s)

Fiscal and Resource Management

Basic Equipment

Computers, vehicles, basic tools

Special Equipment

Some specialized tools and equipment depending on specific project including power saws, drills, etc.

Resources by Type				
	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
General Fund Support	\$640,606	\$652,130	\$662,561	\$754,782
Total Program Revenues	\$640,606	\$652,130	\$662,561	\$754,782
Expenditures by Type				
	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
Personal Services	\$514,184	\$558,683	\$558,683	\$567,627
Contractual Services	25,768	14,204	24,051	107,912
Commodities	100,654	79,243	79,827	79,243
Total Program Budget	\$640,606	\$652,130	\$662,561	\$754,782

CONSTRUCTION SERVICES

Community Services Department

Performance Measures

Program/Service Outputs: (goods, services, units produced)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
# of tenant improvement projects completed in public facilities	24	36	40	40
# of man hours spent in construction projects in facilities Citywide	11,618	11,254	12,480	12,480

Program/Service Outcomes: (based on program objectives)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
Administer contracted maintenance and construction projects to ensure proper practices and maintain or reduce the # of unscheduled projects as a percentage of total projects completed.	32% unplanned projects	32% unplanned projects	38% unplanned projects	40% unplanned projects

Program Staffing

1 Full-time	FAC MANAGEMENT COORD	1.00
2 Full-time	MAINTENANCE TECH I	2.00
7 Full-time	MAINTENANCE TECH II	7.00
Total Program FTE		10.00

Prior Year Highlights

Prior Year Highlights for City programs are currently being finalized by the staff and will be included in the adopted FY 2004/05 budget.

CONTRACT AND PROJECT MANAGEMENT

Community Services Department

Program Description

The Contract and Project Management program manages smaller scope construction and maintenance contracts for Citywide projects. Examples include re-roofing projects, parking lot re-lighting projects, the contracted installation of new air handler systems in City buildings, etc. This program also manages annual contracts such as fire extinguisher maintenance, elevator maintenance, and energy management system software upgrades.

Trends

Continued inequity exists between number of projects on annual plan and project management resources. There are generally too many projects on an annual plan to be adequately managed with current personnel.

Program Broad Goals

Continue to manage smaller needed construction projects with professional project managers.

Continue to manage various annual service contracts for various services Citywide.

Program 2004/05 Objectives

Continue to work with vendors of annual contracts to streamline costs.

Program Provided in Partnership With

Scottsdale staff, Scottsdale citizens

Program Customers

Scottsdale citizens and all City employees

City Council's Broad Goal(s)

Fiscal and Resource Management

Basic Equipment

Computers, office equipment, vehicles

Special Equipment

None

Resources by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
General Fund Support	\$842,712	\$801,699	\$865,938	\$871,574
Total Program Revenues	\$842,712	\$801,699	\$865,938	\$871,574

Expenditures by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
Personal Services	\$279,446	\$310,298	\$310,298	\$315,903
Contractual Services	516,470	458,401	522,640	505,871
Commodities	46,795	33,000	33,000	49,800
Total Program Budget	\$842,712	\$801,699	\$865,938	\$871,574

CONTRACT AND PROJECT MANAGEMENT

Community Services Department

Performance Measures

Program/Service Outputs: (goods, services, units produced)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
# of major maintenance projects planned vs. completed	103:90	77:70	70:68	71:72

Program/Service Outcomes: (based on program objectives)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
percentage of maintenance contract administrator's work plan that is unplanned work	43%	40%	38%	40%

Program Staffing

3 Full-time	CONTRACT COORD	3.00
1 Full-time	ENERGY MANAGEMENT ENGINEER	1.00
Total Program FTE		4.00

Prior Year Highlights

Prior Year Highlights for City programs are currently being finalized by the staff and will be included in the adopted FY 2004/05 budget.

GROUND S AND LANDSCAPE MAINTENANCE

Community Services Department

Program Description

Manages all horticultural contracts for the City, including turf management, median and rights of way maintenance, shrub and tree management, fertilization, herbicide and pesticide management; provides training workshops for staff in horticulture techniques and generates requisitions for purchasing of materials related to all of these contracts; maintains the Downtown streetscape and parking structures, and all irrigation systems throughout the parks system Citywide; is responsible for Tree City USA activity, oversight of tree removals and installations, research for changing techniques in tree pruning and fertilization. The Qualifying Party (QP) for the City resides in this program responsible for the legal application of herbicides. The QP oversees service contracts involving pest control, pigeon control, mosquito control, and termite treatments; is responsible for the annual training of 50 applicators and oversight of associated equipment; answers questions from citizens and responds to complaints registered with the Arizona Structural Pest Control Commission.

Trends

The loss of seven full-time grounds maintenance staff and the addition of new programs such as school maintenance is a challenge.

Program Broad Goals

Continue to manage all mowing, horticulture, pesticide and trimming contracts Citywide.

Continue to monitor water usage in compliance with City ordinance and State law.

Maintain the Civic Center and Downtown areas. Coordinate grounds maintenance in the Civic Center area including repair and maintenance to support events on the Scottsdale Mall.

Program 2004/05 Objectives

Continue to work with Downtown Merchants and the Citizen and Neighborhood Resources Department on maintenance issues in the Downtown Continue to monitor water usage in parks and medians in order to be in compliance with City and State regulations and reduce water consumption where possible.

Monitor the resources for the maintenance of youth sports fields on Scottsdale School District property in order to be able to report back to the City Council with program recommendations.

Program Provided in Partnership With

Downtown Partnership, Scottsdale Cultural Council, Scottsdale citizens

Program Customers

Scottsdale citizens, winter visitors and all City employees

City Council's Broad Goal(s)

Preservation, Fiscal and Resource Management

Basic Equipment

Computers, office equipment

Special Equipment

Specialized vehicles, pesticides, herbicides and other chemicals, specialized tools for pruning and trimming activities, irrigation parts and equipment, Parks, Recreation and Facilities Work Order System

Resources by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
General Fund Support	\$2,288,023	\$2,441,776	\$2,443,312	\$2,455,598
Total Program Revenues	\$2,288,023	\$2,441,776	\$2,443,312	\$2,455,598

Expenditures by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
Personal Services	\$1,280,047	\$1,363,133	\$1,363,133	\$1,397,839
Contractual Services	740,252	851,154	852,654	830,270
Commodities	267,723	227,489	227,525	227,489
Total Program Budget	\$2,288,023	\$2,441,776	\$2,443,312	\$2,455,598

GROUND S AND LANDSCAPE MAINTENANCE

Community Services Department

Performance Measures

Program/Service Outputs: (goods, services, units produced)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
# of grounds maintenance work orders completed	14,081	13,629	15,188	15,019

Program/Service Outcomes: (based on program objectives)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
Establish a preventive maintenance program for backflow assemblies in all landscape areas	386 assemblies checked tested/ certified annually	406 assemblies checked tested/ certified annually	426 assemblies checked tested/ certified annually	446 assemblies checked tested/ certified annually
Complete grounds maintenance work orders to the extent of resources	95.5%	82.6%	75%	67.5%

Program Staffing

1 Full-time	CONTRACT COORD	1.00
1 Full-time	IRRIGATION CTRL TECH	1.00
8 Full-time	IRRIGATION TECH	8.00
1 Full-time	LANDSCAPE MAINT SUPERVISOR	1.00
1 Full-time	MAINTENANCE TECH II	1.00
4 Full-time	MAINTENANCE WORKER I	4.00
9 Full-time	MAINTENANCE WORKER II	9.00
1 Full-time	MAINTENANCE WORKER III	1.00
1 Full-time	PARKS LABORER	1.00
1 Full-time	SERVICE SUPPORT WORKER	1.00
Total Program FTE		28.00

Prior Year Highlights

Prior Year Highlights for City programs are currently being finalized by the staff and will be included in the adopted FY 2004/05 budget.

Program Description

A one-year pilot program has been developed to increase maintenance services in an expanded downtown area. Currently we are maintaining 41 acres in the downtown area. We will be increasing our inventory by 42 acres with the addition of the expanded maintenance program for a total of 83 acres to be maintained. Services to be performed on landscape maintenance include litter removal, shrub and tree management, and streetscape and parking structure cleaning.

Trends

Program Broad Goals

Improve the cleanliness and appearance of downtown through enhanced maintenance services for the purpose of increasing its vitality and appeal as a shopping and entertainment destination for residents and visitors. This will be accomplished by:

Providing the area with seven day-per-week coverage to manage the expanded downtown service area.

Expanding maintenance in all 90 acres of Downtown Scottsdale entertainment areas.

Coordinating grounds maintenance repair and maintenance to support special events within the downtown merchant corridors.

Program 2004/05 Objectives

Continue to work with Downtown Merchants, the Citizen and Neighborhood Resources Department, and the newly formed Downtown Group on maintenance services in the downtown area.

Analyze the effectiveness of the resources for the maintenance of these areas.

Report to the City Council on program recommendations for fiscal year 2005-2006.

Program Provided in Partnership With

Maricopa County Probation program, Homeowners Associations, Scottsdale citizens, Volunteer Groups

Program Customers

Scottsdale citizens

City Council's Broad Goal(s)

Preservation, Fiscal and Resource Management

Basic Equipment

Computers, office equipment, vehicles

Special Equipment

Specialized vehicles, specialized tools for pruning and trimming activities, irrigation parts and equipment, Parks, Recreation and Facilities Work Order System

Resources by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
Transfer-in From Solid Waste	-	-	-	\$371,948
General Fund Support	-	-	-	\$92,987
Total Program Revenues	-	-	-	464,935

Expenditures by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
Personal Services	-	-	-	161,000
Contractual Services	-	-	-	267,085
Commodities	-	-	-	30,850
Capital Outlay	-	-	-	6,000
Total Program Budget	-	-	-	464,935

Performance Measures

Program/Service Outputs: (goods, services, units produced)

Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
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Program/Service Outcomes: (based on program objectives)

Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
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Program Staffing

Staffing for this City program is currently being finalized by the staff and will be included in the adopted FY 2004/05 budget.

Prior Year Highlights

Prior Year Highlights for City programs are currently being finalized by the staff and will be included in the adopted FY 2004/05 budget.

Program Description

This Medians and Rights of Way (ROW) program is responsible for the landscape maintenance and irrigation systems of over 13 million square feet of landscaped medians and rights-of-ways throughout the City. It is also responsible for flood control, emergency calls, landscape enhancements, sight obstruction removals, landscape inspections and assistance with the Keep America Beautiful Organization. It also supports the Arizona Department of Corrections Inmate Work Release Program on a daily basis. This program also is responsible for the contractual services money for many of the median areas that are under maintenance contracts and current homeowner association agreements.

Trends

Maintainable square footage of medians continues to increase with total square footage now well over 13 million square feet.

Program Broad Goals

Provide maintenance including trash removal, pruning, and repair of irrigation systems for over 13 million square feet of medians and rights-of way throughout the City.

Continue to cooperate with various Homeowners Associations with contractual services for medians under maintenance contracts.

Program 2004/05 Objectives

Continue to enhance emergency plans for flood control and other types of emergencies.

Analyze effectiveness of the use of Department of Corrections personnel to supplement parks staff.

Program Provided in Partnership With

Maricopa County Probation program, Homeowners Associations, Scottsdale citizens, Volunteer Groups

Program Customers

Scottsdale citizens

City Council's Broad Goal(s)

Preservation, Fiscal and Resource Management

Basic Equipment

Computers, office equipment, vehicles

Special Equipment

Specialized vehicles, specialized tools for pruning and trimming activities, irrigation parts and equipment, Parks, Recreation and Facilities Work Order System

Resources by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
General Fund Support	\$918,759	\$972,347	\$982,907	\$1,041,528
Total Program Revenues	\$918,759	\$972,347	\$982,907	\$1,041,528

Expenditures by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
Personal Services	\$185,125	\$138,700	\$138,700	\$143,211
Contractual Services	677,848	758,721	769,281	824,640
Commodities	55,786	74,926	74,926	73,677
Total Program Budget	\$918,759	\$972,347	\$982,907	\$1,041,528

MEDIANS AND RIGHT OF WAY

Community Services Department

Performance Measures

Program/Service Outputs: (goods, services, units produced)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
13,255,394 of square feet of medians and rights-of-way maintained City	13,168,516	13,229,497	13,276,497	14,592,043

Program/Service Outcomes: (based on program objectives)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
Maintain or reduce the cost to provide maintenance services for Citywide medians and rights-of way (ROW)	\$.19 per square foot	\$.20 per square foot	\$.13 per square foot	\$.13 per square foot

Program Staffing

1 Full-time	LANDSCAPE CONTRACT COORD	1.00
1 Full-time	MAINTENANCE WORKER II	1.00
Total Program FTE		2.00

Prior Year Highlights

Prior Year Highlights for City programs are currently being finalized by the staff and will be included in the adopted FY 2004/05 budget.

Program Description

The Senior Citizens Services Program includes two Senior Center facilities that provide an integrated system of services; resources and opportunities for helping seniors improve their lives, the lives of others, neighborhoods and the community through recreation, social and health and wellness services.

Trends

According to the U.S. 2000 Census, Scottsdale residents 65 years and older total 44,596 or 22%. During FY 2003/04, records of increased class attendance (between 19-25%), support group growth (38%), and increased monthly drop-in for social activities (24%), indicates an increase in demand for recreation activities and social services potentially from growth in two age groups: 60-70 range who are more active and 80-90 range who are more frail.

Program Broad Goals

- Be a support system for seniors as they strive to maintain independent living and self-sufficiency.
- Help seniors find ways to contribute to the community and stay connected.
- Provide resources to seniors during crisis situations.

Program 2004/05 Objectives

Encourage seniors to improve or maintain their physical, intellectual and emotional well being by providing health & wellness services, self-improvement opportunities and support groups.

Share with seniors the many volunteer opportunities and social activities that exist throughout the City of Scottsdale each year.

Assist seniors in the fulfillment of their basic needs such as housing, food, and clothing by referrals to the appropriate agencies and programs.

Program Provided in Partnership With

Mayor and City Council, City Attorney - Civil, City Manager, CAPA, City Cable, Intergovernmental Relations, Police, Financial Services, Community Services, Information Systems, Citizen and Neighborhood Resources, Human Resources, Economic Vitality

Program Customers

Older adults in the City of Scottsdale and their adult children, annual attendance/ contacts 473,065

City Council's Broad Goal(s)

Neighborhoods

Basic Equipment

Personal computers, printers, MS Office Suite, calculators, educational materials, City phones and cell phones

Special Equipment

Class system software, adobe software, publisher software, computer lab scanners, printers, personal computers, projectors, cash register, commercial kitchen appliances, audio visual equipment, piano, billiard tables, table tennis, television, fitness equipment, proxima, laptop

Resources by Type				
	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
General Fund Support	\$1,078,383	\$1,140,495	\$1,163,412	\$1,236,902
General Fund Program Fee/Charges	\$144,758	\$148,000	\$148,000	\$150,000
Special Revenue Fund Fees/Charges/Donations	\$341	-	-	-
Total Program Revenues	\$1,223,482	\$1,288,495	\$1,311,412	\$1,386,902
Expenditures by Type				
	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
Personal Services	\$961,549	\$1,039,854	\$1,039,854	\$1,107,984
Contractual Services	184,536	198,000	198,000	214,374
Commodities	77,397	50,641	73,558	64,544
Total Program Budget	\$1,223,482	\$1,288,495	\$1,311,412	\$1,386,902

SENIOR CITIZEN SERVICES

Community Services Department

Performance Measures

Program/Service Outputs: (goods, services, units produced)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
Savings due to utilization of volunteers	\$775,850	\$723,309	\$738,070	\$753,133
# of health, wellness, and self-help sessions completed	12,044	12,156	12,404	12,657

Program/Service Outcomes: (based on program objectives)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
% of seniors who participated in screening & health education programs and reported an improved condition	97%	98%	98%	98%
% of seniors who requested information or referral services and who were able to connect with the needed service or information	80%	80%	85%	87%

Program Staffing

2 Full-time	HUMAN SERVICES COORD	2.00
2 Full-time	HUMAN SERVICES MANAGER	2.00
1 Full-time	HUMAN SERVICES REP	1.00
2 Part-time	HUMAN SERVICES REP	1.40
2 Full-time	HUMAN SERVICES SPECIALIST	2.00
1 Part-time	HUMAN SERVICES SPECIALIST	0.70
2 Full-time	RECREATION COORD	2.00
1 Part-time	RECREATION LEADER I	0.75
9 Part-time	RECREATION LEADER II	7.12
2 Full-time	RECREATION LEADER III	2.00
Total Program FTE		20.97

Prior Year Highlights

Prior Year Highlights for City programs are currently being finalized by the staff and will be included in the adopted FY 2004/05 budget.

SOCIAL SERVICES ASSISTANCE AND REFERRAL

Community Services Department

Program Description

The Social Services Assistance and Referral program offers a wide variety of social services to meet the basic needs of a diverse population of youth, families and individuals. It includes facilities at Vista del Camino, Youth and Family Services, Paiute Neighborhood Center and Social Service Grants to Agencies. Programs and services include counseling, social services, information and referral, healthcare, free legal counseling, educational classes, youth programs and assistance for housing, utilities, transportation and special needs.

Trends

The downturn in the economy over the past several years has had a significant impact on demand for service. More individuals, service workers to professionals, are finding themselves unemployed. The large service industry in Scottsdale has especially suffered in the economic downturn. In addition, housing and rental costs in Scottsdale are some of the highest in the State. Also, the cost of medical care, or lack of, and prescriptions has increased significantly for seniors, making the basic needs of food and housing difficult to afford.

Program Broad Goals

Empower residents to remain self-sufficient or regain self-sufficiency by assisting with the fulfillment of their basic and social service needs.

Promote a community atmosphere to a diverse population of youth, families, and individuals through education, socialization, recreation, outreach, legal assistance, and youth development.

Resources by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
General Fund Support	\$1,798,037	\$2,345,114	\$2,347,646	\$2,360,828
Special Revenue Fund Fees/Charges/Donations	\$165,020	\$154,000	\$154,000	\$160,000
General Fund Program Fee/Charges	\$30,172	\$27,609	\$27,609	\$27,609
Grant/Trust Receipts	\$97,478	\$100,573	\$100,573	-
Total Program Revenues	\$2,090,707	\$2,627,296	\$2,629,828	\$2,548,437

Expenditures by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
Personal Services	\$1,580,315	\$1,743,399	\$1,743,399	\$1,754,374
Contractual Services	350,979	741,460	742,020	745,301
Commodities	61,935	41,864	43,836	48,762
SubTotal	\$1,993,229	\$2,526,723	\$2,529,255	\$2,548,437
Grant/Trust Expenditures	\$97,478	\$100,573	\$100,573	-
Total Program Budget	\$2,090,707	\$2,627,296	\$2,629,828	\$2,548,437

Equip youth and families with the skills and knowledge necessary to provide a smooth transition from adolescence to young adulthood.

Program 2004/05 Objectives

Provide emergency food boxes, clothing, utility assistance, and eviction prevention financial assistance to families, elderly and disabled individuals, facing financial emergencies.

Provide tools that clients can use to enhance their lives and shape their futures through services such as youth & teen after school/summer programs, self-improvement classes, counseling, tutoring, Headstart programs and affordable day care.

Help teens learn how to make better choices through job preparation and teen employment programs, court ordered diversion services, behavioral health assessments and educational workshops.

Program Provided in Partnership With

Mayor and City Council, City Attorney - Civil, City Manager, CAPA, City Cable, Intergovernmental Relations, Police, Financial Services, Community Services, Information Systems, CNR, Human Resources, Economic Vitality

Program Customers

Adults in the City of Scottsdale, youth and younger adults through intergenerational programming, City of Scottsdale Employees and citizens with support services for their older adult relatives, low income residents and those in crisis situations, annual attendance/contacts 175,463

City Council's Broad Goal(s)

Neighborhoods

Basic Equipment

Personal computers, printers, MS Office Suite, calculators, educational materials, City phones and cell phones

Special Equipment

Publisher software, Class Scheduling System software, City van, pallet jack

SOCIAL SERVICES ASSISTANCE AND REFERRAL

Community Services Department

Performance Measures

Program/Service Outputs: (goods, services, units produced)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
Supplied food boxes to clients facing financial emergencies	1,773	2,094	2,157	2,220
Provided after school/summer programs to youths age 6 through 12	479	591	600	600

Program/Service Outcomes: (based on program objectives)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
% of youth who did not re-offend, within the 1st year, after completing the Juvenile Diversion Program	95%	96%	95%	95%
# of clients who were able to keep utilities on another 30 days after receiving utility assistance	766	797	800	800

Program Staffing

1 Part-time	FOOD BANK SPECIALIST	0.80
1 Full-time	HUMAN SERVICES COORD	1.00
3 Full-time	HUMAN SERVICES MANAGER	3.00
5 Full-time	HUMAN SERVICES REP	5.00
10 Full-time	HUMAN SERVICES SPECIALIST	10.00
1 Full-time	OFFICE COORD ASSISTANT	1.00
1 Full-time	RECREATION COORD	1.00
4 Part-time	RECREATION LEADER I	1.88
8 Part-time	RECREATION LEADER II	4.35
1 Full-time	RECREATION LEADER III	1.00
1 Part-time	RES DEV SPECIALIST	0.50
1 Part-time	SECRETARY	0.50
1 Full-time	SECRETARY	1.00
1 Full-time	SERVICE SUPPORT WORKER	1.00
Total Program FTE		32.03

Prior Year Highlights

Prior Year Highlights for City programs are currently being finalized by the staff and will be included in the adopted FY 2004/05 budget.

HOUSING ASSISTANCE AND CDBG PROGRAMS

Community Services Department

Program Description

The Community Assistance Office provides Housing Choice Vouchers (Section 8 Rental Assistance) to more than 670 low-income families and manages the Community Development Block Grant program in collaboration with the Department of Housing and Urban Development, the Scottsdale Human Services Commission, and the private rental community.

Trends

Scottsdale has one of the highest housing markets in the valley. The median home sales price in Scottsdale for the 1st quarter of 2003 was \$322,990. The affordability index for Scottsdale was 77 for resale homes and 64 for new sales compared to Maricopa County's index of 131 for resales and 119 for new sales. The U.S. 2000 Census reported that 40% of individuals and families renting in Scottsdale pay over 30% of their household income on rent. Also per the U.S. 2000 census, there were 12,491 individuals in poverty in Scottsdale compared to 7,583 individuals in 1990.

Program Broad Goals

Assist low/moderate income families, individuals, elderly and disabled to obtain decent, safe, and sanitary housing in the private market.

Assist families in becoming economically independent and self-sufficient.

Allocate funds and manage federal and local grants.

Program 2004/05 Objectives

Provide housing assistance (Housing Choice Voucher Program) to low/moderate income individuals and families.

Provide self-sufficiency programs to Scottsdale residents involving a five-year commitment from the participant and a work plan, for example: to obtain further education, obtain higher earned income, or pay down debt.

Manage contracts and insure that expenditures are made per federal and local regulations.

Program Provided in Partnership With

Mayor and City Council, City Attorney - Civil, City Manager, CAPA, City Cable, Intergovernmental Relations, Police, Financial Services, Community Services, Information Systems, CNR, Human Resources, Economic Vitality

Program Customers

Low and Moderate Income families and individuals residing in Scottsdale, Non-Profit Organizations, annual attendance/contacts 15,039

City Council's Broad Goal(s)

Neighborhoods

Basic Equipment

Personal computers, printers, MS Office Suite, calculators, educational materials, City phones and cell phones

Special Equipment

IDIS software (CDBG - HUD), Communities 2020 (HUD), Lindsey software (Section 8 Program - HUD)

Resources by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
Grant/Trust Receipts	\$5,762,149	\$7,473,643	\$7,473,643	\$7,372,542
General Fund Support	\$233,176	\$607,358	\$607,358	\$518,841
Total Program Revenues	\$5,995,325	\$8,081,001	\$8,081,001	\$7,891,383

Expenditures by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
Personal Services	\$214,210	\$285,026	\$285,026	\$314,145
Contractual Services	18,811	322,332	322,332	204,696
Commodities	155	-	-	-
SubTotal	\$233,176	\$607,358	\$607,358	\$518,841
Grant/Trust Expenditures	\$5,762,149	\$7,473,643	\$7,473,643	\$7,372,542
Total Program Budget	\$5,995,325	\$8,081,001	\$8,081,001	\$7,891,383

HOUSING ASSISTANCE AND CDBG PROGRAMS

Community Services Department

Performance Measures

Program/Service Outputs: (goods, services, units produced)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
% of contracts in compliance with federal and local regulations	100	100	100	100
# of persons in self sufficiency program	66	49	55	60

Program/Service Outcomes: (based on program objectives)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
# of Scottsdale residents using a Housing Choice Voucher to obtain housing.	575	607	665	672
Average increase in annualized earned income by residents involved in the Self-Sufficiency Program	\$8,947	\$6,409	\$6,500	\$7,000

Program Staffing

1 Full-time	ACCOUNTING SUPERVISOR	1.00
1 Full-time	ADMINISTRATIVE SECRETARY	1.00
1 Full-time	COMMUNITY ASSISTANT MANAGER	1.00
1 Part-time	FAMILY SELF-SUFFICIENCY SPEC	0.75
4 Full-time	GRANT PROGRAM SPECIALIST	4.00
2 Full-time	HOUSING COORD	2.00
1 Full-time	HUMAN SERVICES COORD	1.00
1 Full-time	OCCUPANCY SPECIALIST	1.00
2 Full-time	SR GRANT PROGRAM SPECIALIST	2.00
Total Program FTE		13.75

Prior Year Highlights

Prior Year Highlights for City programs are currently being finalized by the staff and will be included in the adopted FY 2004/05 budget.

HUMAN SERVICES PLANNING & ADMINISTRATION

Community Services Department

Program Description

Human Services Administration provides supervisory leadership and quality guidance to the Human Services Leadership team in delivering and coordinating human services at two senior centers, Vista del Camino, Paiute Neighborhood Center, Youth and Family Services and the Community Assistance Office.

Trends

Increased service demands for the fulfillment of basic needs from the working poor, elderly, and disabled while resources decrease or remain static. Requests for food boxes have increased 38% or 1,381 from FY 2000/01. There are currently 651 families/individuals on the Housing Choice Voucher Program (Section 8) waitlist.

Program Broad Goals

Provide staff services to the City of Scottsdale City Council and Human Services Commission, and represent the City's interests in regional meetings at the Maricopa Association of Governments, interjurisdictional meetings, and with social service providers.

Develop and maintain a comprehensive and coordinated Citywide system of social services to support Scottsdale residents with basic needs, youth development, housing, neighborhood centers, and the aging population.

Effectively manage and oversee personnel, planning, capital improvement projects, grants, donations, and financial activities for the Human Services program.

Program 2004/05 Objectives

Seek out future collaboration with Maricopa Association of Governments (M.A.G.), other municipalities, and non-profit organizations to address common needs and issues.

Oversee and maintain the "brokerage" of space to service providers in conjunction with their agreement to provide services to citizens at City Recruit, train, and supervise Scottsdale volunteers who support human and recreation services at City centers.

Program Provided in Partnership With

Mayor and City Council, City Attorney - Civil, City Manager, CAPA, City Cable, Intergovernmental Relations, Police, Financial Services, Community Services, Information Systems, CNR, Human Resources, Economic Vitality

Program Customers

City Council, City Manager, General Manager, Directors, City employees (CISM, SERF), non-profit agencies, other municipalities, United Way, MAG

City Council's Broad Goal(s)

Neighborhoods, Fiscal and Resource Management

Basic Equipment

Personal computers, printers, MS Office Suite, calculators, educational materials, City phones and cell phones

Special Equipment

Desktop publishing software, GIS software

Resources by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
General Fund Support	\$583,266	\$303,462	\$311,958	\$312,018
Grant/Trust Receipts	-	\$3,000	\$3,000	\$15,000
Total Program Revenues	\$583,266	\$306,462	\$314,958	\$327,018

Expenditures by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
Personal Services	\$308,406	\$267,154	\$267,154	\$267,860
Contractual Services	263,169	29,757	38,253	29,370
Commodities	11,691	6,551	6,551	14,788
SubTotal	\$583,266	\$303,462	\$311,958	\$312,018
Grant/Trust Expenditures	-	\$3,000	\$3,000	\$15,000
Total Program Budget	\$583,266	\$306,462	\$314,958	\$327,018

HUMAN SERVICES PLANNING & ADMINISTRATION

Community Services Department

Performance Measures

Program/Service Outputs: (goods, services, units produced)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
# of hours expended to coordinate the collaboration and cooperation of multiple entities concerned with social service issues	n/a - new measure	840	900	910
# of program administration hours expended to distribute and administer program funds	n/a - new measure	732	750	760

Program/Service Outcomes: (based on program objectives)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
Value of space and associated benefit to community provided to brokerage agencies	\$532,009	\$417,121	\$350,000	\$350,000
Cost savings from the utilization of volunteers helping with service delivery	\$807,310	\$908,359	\$917,000	\$926,000

Program Staffing

1 Full-time	HUMAN SERVICES DIRECTOR	1.00
1 Full-time	HUMAN SERVICES MANAGER	1.00
1 Full-time	HUMAN SERVICES PLANNER	1.00
Total Program FTE		3.00

Prior Year Highlights

Prior Year Highlights for City programs are currently being finalized by the staff and will be included in the adopted FY 2004/05 budget.

Program Description

The Library Operations program develops and monitors the library's budget; provides purchasing, cataloging and processing of library materials for use by the public; provides community outreach and oversees the volunteer program. This program inputs information about library materials into the library's computerized catalog. Plans, implements, and maintains the technological infrastructure for the library's evolving information databases and networks. Administers equipment contracts; delivers library materials between branches. This program encompasses the business office, technical support, and purchasing functions for the library. Additionally, this program is responsible for providing the training, equipment, infrastructure, materials and guidelines necessary for the Main Library and Branch Libraries to be able to function.

Trends

Increasing demands from our customers for Internet access and on-line materials results in the need for increased bandwidth. The library's computer system has become dated and needs to be replaced. Developing a first-rate collection continues to be a priority. This in-depth collection supports the research and lifelong learning needs of the community; however, costs for library materials are increasing thereby decreasing the number of items purchased.

Program Broad Goals

Provide library materials, services, and technology on an as needed basis and make availability convenient.

Resources by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
Special Revenue Fund Fees/Charges/Donations	\$225,894	\$162,000	\$162,000	\$175,000
General Fund Support	\$3,199,654	\$3,290,877	\$3,262,478	\$3,401,517
Grant/Trust Receipts	\$26,527	\$33,000	\$78,610	\$108,951
Total Program Revenues	\$3,452,075	\$3,485,877	\$3,503,088	\$3,685,468

Expenditures by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
Personal Services	\$1,523,479	\$1,675,785	\$1,630,947	\$1,648,608
Contractual Services	622,595	722,114	724,114	785,432
Commodities	1,236,213	1,054,978	1,069,417	1,142,477
Capital Outlays	43,261	-	-	-
SubTotal	\$3,425,548	\$3,452,877	\$3,424,478	\$3,576,517
Grant/Trust Expenditures	\$26,527	\$33,000	\$78,610	\$108,951
Total Program Budget	\$3,452,075	\$3,485,877	\$3,503,088	\$3,685,468

Create an accurate budget that addresses the needs of the community for library services.

Provide rewarding opportunities for community involvement through the library volunteer program.

Program 2004/05 Objectives

Analyze collection usage by customers to ensure that adequate and appropriate materials are purchased and made available for use. Analyze and evaluate the library's technology needs, replacing dated systems to maintain compliance with City standards and to meet citizens' and staff prepare and monitor the budget for all library activities.

Administer an effective volunteer program with appropriate assignments for volunteers.

Program Provided in Partnership With

CAPA, Friends of the Library, Library Advisory Board, Information Systems, Human Services, Parks, Recreation and Facilities, Human Resources, Financial Services, Arizona State Library, Archives, Public Records

Program Customers

Scottsdale citizens, City employees and library staff, businesses, students

City Council's Broad Goal(s)

Neighborhoods

Basic Equipment

Personal computers, Microsoft Office Suite, 10-key calculators, Microsoft Front Page, Microsoft Publisher, QVT, Smart Term

Special Equipment

SmartStream financial software, Visio software, CLASS software, Palm synchronization software, DRA library automation software, DRA voice notification software and DEC Alpha computer, OCLC software, Title Source II, Unique collection agency software, 3M software for self-checks and security gates, City vehicles for transport of staff, materials and equipment to the branches

LIBRARY OPERATIONS

Community Services Department

Performance Measures

Program/Service Outputs: (goods, services, units produced)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
# of volunteer hours utilized	31,500	34,643	36,375	38,194

Program/Service Outcomes: (based on program objectives)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
Increase use of the public access catalog and website by 10% utilizing improved technology	4,143,327 43%	5,211,728 25%	5,732,900 10%	6,306,190 10%
# of people who use the public access computers will increase annually	186,834	216,431	330,000	346,500

Program Staffing

1 Full-time	GRAPHICS DSGNR	1.00
1 Full-time	LEAD LIBRARIAN	1.00
1 Full-time	LEAD SYSTEMS INTEGRATOR	1.00
1 Full-time	LIBRARIAN	1.00
3 Full-time	LIBRARY AIDE	3.00
1 Part-time	LIBRARY AIDE	0.50
3 Full-time	LIBRARY ASSISTANT I	3.00
3 Full-time	LIBRARY COORD	3.00
2 Full-time	LIBRARY COURIER	2.00
2 Full-time	LIBRARY MANAGER	2.00
1 Full-time	LIBRARY TECH PLAN/SUPP COORD	1.00
1 Full-time	SECRETARY	1.00
1 Full-time	SERVICE SUPPORT WORKER	1.00
2 Full-time	SR ACCOUNTING CLERK	2.00
1 Full-time	SR LIBRARY COORD	1.00
2 Full-time	SUPERVISOR LIBRARY ASSISTANT	2.00
2 Full-time	TECH SPECIALIST	2.00

Total Program FTE 27.50

Prior Year Highlights

Prior Year Highlights for City programs are currently being finalized by the staff and will be included in the adopted FY 2004/05 budget.

Program Description

The Main Library program provides a wide range of library services to meet the cultural, recreational and informational needs of the community. This includes providing a collection of materials in book, audiovisual and electronic formats, providing youth and adult programs, suggesting reading materials, answering inquiries, providing computer access and training. The Civic Center Library also provides resources and informational support to the three branch libraries.

Trends

Increased demand for services, programs and materials has continued in relation to the weakness of the economy and the high jobless rate. There is a continuing increase in the demand for access to the Internet. Computer classes fill quickly and have waiting lists. The service population contains a higher percentage of Hispanics, so the demand for services and materials in Spanish has increased. Children's programs are well attended and focus on instilling a love of books and reading in preschool children and supporting homework needs of older children. Teens increasingly turn away from the library as their interests turn elsewhere.

Program Broad Goals

Provide library materials, services, and technology on an as needed basis and make availability convenient.

Children and teens will develop a love of books and reading and have the materials and services they need to succeed in school.

Citizens will have welcoming, accessible and vibrant dynamic places to meet and share with others.

Program 2004/05 Objectives

Utilize call center technology for maximum effectiveness. Electronic databases will be reviewed, purchased and evaluated for their effectiveness. Staff skills will be updated through training and workshops.

Partner with teachers to provide curriculum support. Conduct story times and reading programs. Provide access and training on the use and understanding of electronic educational resources.

Deliver targeted services to all segments of the community to enable lifelong learning.

Program Provided in Partnership With

CAPA, Friends of the Library, Library Advisory Board, Information Systems, Human Services, Parks, Recreation and Facilities, Friends of the Library, Human Resources, Financial Services, Arizona State Library, Archives, Public Records

Program Customers

Scottsdale citizens, citizens of other Maricopa County communities, City of Scottsdale officials, branch libraries, businesses, students, annual attendance/ contacts of 537,857

City Council's Broad Goal(s)

Neighborhoods

Basic Equipment

Personal computers for staff, personal computers for customers, books, audiovisual materials, calculators, telephones, copiers and printers for public and staff use

Special Equipment

Internet access software, telefax machines, electronic databases, library automation system to run the library catalog and patron accounts, PC Reservation system to manage public use computers, various on-line data bases, theft protection equipment, conveyor belts to move the returned materials, cash registers, color copiers for public use, print/vend equipment for public copiers/printers to handle the vending of this service, microform reader/printers

Resources by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
General Fund Program				
Fee/Charges	\$255,336	\$264,000	\$264,000	\$260,000
General Fund Support	\$1,499,069	\$1,597,425	\$1,642,318	1,735,673
Total Program Revenues	\$1,754,405	\$1,861,425	\$1,906,318	\$1,995,673

Expenditures by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
Personal Services	\$1,604,978	\$1,731,100	\$1,775,938	\$1,932,162
Contractual Services	141,570	126,451	126,451	54,919
Commodities	7,857	3,874	3,929	8,592
Total Program Budget	\$1,754,405	\$1,861,425	\$1,906,318	\$1,995,673

MAIN LIBRARY

Community Services Department

Performance Measures

Program/Service Outputs: (goods, services, units produced)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
# of library materials loaned	919,878	926,634	945,167	964,070

Program/Service Outcomes: (based on program objectives)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
Citizen visits have increased 2-4% annually in the past 4 years and are projected to continue at that rate	525,525	537,857	548,614	559,586
Citizen inquiries for information increase 3% yearly	480,597	497,367	512,288	527,656

Program Staffing

2 Part-time	LIBRARIAN	1.50
7 Full-time	LIBRARIAN	7.00
1 Full-time	LIBRARY AIDE	1.00
8 Part-time	LIBRARY AIDE	6.00
8 Full-time	LIBRARY ASSISTANT I	8.00
2 Part-time	LIBRARY ASSISTANT I	1.50
2 Full-time	LIBRARY COORD	2.00
3 Part-time	LIBRARY MONITOR	1.75
13 Part-time	LIBRARY PAGE	8.22
1 Full-time	SECRETARY	1.00
2 Full-time	SR LIBRARY COORD	2.00
3 Full-time	SUPERVISOR LIBRARY ASSISTANT	3.00

Total Program FTE 42.97

Prior Year Highlights

Prior Year Highlights for City programs are currently being finalized by the staff and will be included in the adopted FY 2004/05 budget.

BRANCH LIBRARIES

Community Services Department

Program Description

The Branch Libraries program provides a wide range of library services to educate, inform, enrich, inspire and entertain individuals in the neighborhoods and the schools. This includes providing a collection of print and non-print materials, youth and adult programs, suggesting reading materials, answering inquiries, providing computer access and training. Two shared-use facilities (Palomino and Arabian Libraries) offer all of the above plus providing research assistance to teachers and students and conducts classroom instructions.

Trends

Increased requests from customers for additional programs that focus on preparing children for school and learning. Continued need for collections and programs to support education and lifelong learning. In the two shared-use facilities, there is an increased demand for service to the schools. Arabian Library at McDowell Mountain Ranch and Thompson Peak Parkway is the most northern point in the City where we offer full library services. Residents north of that ask for access to library services closer to their neighborhoods. These neighborhoods are 9-12 miles north of the closest library branch. National planning standards for adequate library service call for libraries to be 3-5 miles.

Program Broad Goals

Provide library materials, services, and technology on an as needed basis and make availability convenient.

Children and teens will develop a love of books and reading and have the materials and services they need to succeed in school.

Citizens will have welcoming, accessible and vibrant dynamic places to meet and share with others.

Resources by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
General Fund Program Fee/Charges	\$387,486	\$420,573	\$420,573	\$324,573
General Fund Support	\$2,148,309	\$2,249,579	\$2,249,942	\$2,277,609
Total Program Revenues	\$2,535,795	\$2,670,152	\$2,670,515	\$2,602,182

Expenditures by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
Personal Services	\$2,240,773	\$2,503,141	\$2,503,141	\$2,516,940
Contractual Services	253,519	148,569	148,932	62,465
Commodities	25,853	18,442	18,442	22,777
Capital Outlays	15,650	-	-	-
Total Program Budget	\$2,535,795	\$2,670,152	\$2,670,515	\$2,602,182

Program 2004/05 Objectives

Utilize Call center technology for maximum effectiveness. Electronic databases will be reviewed, purchased and evaluated for their effectiveness. Staff skills will be updated through training and workshops.

Partner with teachers to provide curriculum support. Conduct story times and reading programs. Provide access and training on the use and understanding of electronic educational resources.

Deliver targeted services to all segments of the community to enable lifelong learning.

Program Provided in Partnership With

CAPA, Friends of the Library, Library Advisory Board, Information Systems, Human Services, Parks, Recreation and Facilities, Friends of the Library, Human Resources, Financial Services, Arizona State Library, Archives, Public Records

Program Customers

Scottsdale citizens of all ages, including students and faculties of Desert Mountain High School and Desert Canyon Schools, businesses, annual attendance/contacts 1,077,800

City Council's Broad Goal(s)

Neighborhoods

Basic Equipment

Personal computers for public and staff use, books, audiovisual materials, calculators, telephones, copiers and printers for public and staff use

Special Equipment

Internet access software, telefax machines, electronic databases, library automation system, PC Reservation system, computers, various on-line data bases, theft protection equipment, sensitizers and desensitizers (part of the theft protection system), conveyor belts, cash registers, color copiers, print/vend equipment, microform reader/printers

BRANCH LIBRARIES

Community Services Department

Performance Measures

Program/Service Outputs: (goods, services, units produced)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
# of library materials loaned	1,014,649	1,045,213	1,066,117	1,087,440

Program/Service Outcomes: (based on program objectives)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
Citizen visits have increased 1-2% annually in the past 5 years and are projected to continue at that rate. (Correction to estimates: Due to malfunctioning equipment, attendance statistics at Palomino Branch have been over-reported in previous years. Future estimates reflect corrected estimates)	1,074,720	1,077,800	851,208	876,744
Citizen inquiries for information increase 3% yearly	435,786	505,154	520,308	535,918

Program Staffing

1 Full-time	LEAD LIBRARIAN	1.00
2 Part-time	LIBRARIAN	1.50
11 Full-time	LIBRARIAN	11.00
7 Full-time	LIBRARY AIDE	7.00
6 Part-time	LIBRARY AIDE	4.12
1 Part-time	LIBRARY ASSISTANT I	0.75
7 Full-time	LIBRARY ASSISTANT I	7.00
6 Part-time	LIBRARY MONITOR	3.00
16 Part-time	LIBRARY PAGE	10.21
3 Full-time	SECRETARY	3.00
3 Full-time	SR LIBRARY COORD	3.00
4 Full-time	SUPERVISOR LIBRARY ASSISTANT	4.00

Total Program FTE 55.58

Prior Year Highlights

Prior Year Highlights for City programs are currently being finalized by the staff and will be included in the adopted FY 2004/05 budget.

Program Description

Provides leadership, guidance and direction and supervision of library staff. This program is also responsible for strategic planning of services, technology and library facilities to ensure that planned goals are consistent with City Council priorities; for staff development and management; and for financial administration and planning. Develops ongoing community partnerships, seeks outside funding opportunities, implements and markets library services, and works directly with the Library Advisory Board and Friends of the Library.

Trends

Demand for library services continues to be strong and 73% of residents use the library. Residents rank the library as one of the top three services the City provides. Customers expect the library to deliver information and services in a timely and effective manner, further increasing our need for current and easy to use technologies. Demand for public access computers and computer classes continue to increase. The cost of library materials continues to increase limiting our ability to meet demand in acceptable turnaround times. Declining revenues demand streamlining operations and seeking diversified funding sources. Outreach, collaborations and partnerships are key to marketing and effective service delivery.

Program Broad Goals

- Provide a broad range of library services targeted to the specific needs of our citizens and businesses.
- Deliver quality service with a well-trained and effective staff whose focus is on customer satisfaction.
- Develop community partnerships to increase support and use of the library.

Program 2004/05 Objectives

- Increase marketing efforts to increase use and attract community partners.
- Monitor effectiveness of services through evaluation and customer satisfaction surveys.
- Pursue grants, donations and fund-raising opportunities.

Program Provided in Partnership With

City Council, City Manager, CS General Manager, Library Advisory Board, CAPA, Friends of the Library, Information Systems, Human Services, Parks, Recreation and Facilities, Human Resources, Financial Services, Arizona State Library, Archives, Public Records, Scottsdale Unified School District

Program Customers

All citizens of Scottsdale are served, currently 65% have library cards, 1.6 million visits per year

City Council's Broad Goal(s)

Neighborhoods, Fiscal and Resource Management

Basic Equipment

Personal computers, MS Office Suite, calculators, copiers, fax machines, pocket PCs, scanners

Special Equipment

Library automation software, desktop publishing software

Resources by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
General Fund Support	\$279,677	\$298,416	\$304,316	\$325,526
Total Program Revenues	\$279,677	\$298,416	\$304,316	\$325,526

Expenditures by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
Personal Services	\$240,687	\$264,635	\$264,635	\$271,202
Contractual Services	35,944	28,296	34,196	42,374
Commodities	3,046	5,485	5,485	11,950
Total Program Budget	\$279,677	\$298,416	\$304,316	\$325,526

LIBRARY PLANNING AND ADMINISTRATION

Community Services Department

Performance Measures

Program/Service Outputs: (goods, services, units produced)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
# of Library Cardholders	147,841	148,601	155,253	157,738

Program/Service Outcomes: (based on program objectives)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
Library materials loaned have increased 2% annually and are projected to continue at that rate	1,934,527	1,971,847	2,011,284	2,051,510
Library expenditures per capita	\$38.36	\$35.93	\$36.40	\$36.51

Program Staffing

1 Full-time	ADMINISTRATIVE SECRETARY	1.00
1 Full-time	LIBRARY DIRECTOR	1.00
1 Full-time	LIBRARY MANAGER	1.00
Total Program FTE		3.00

Prior Year Highlights

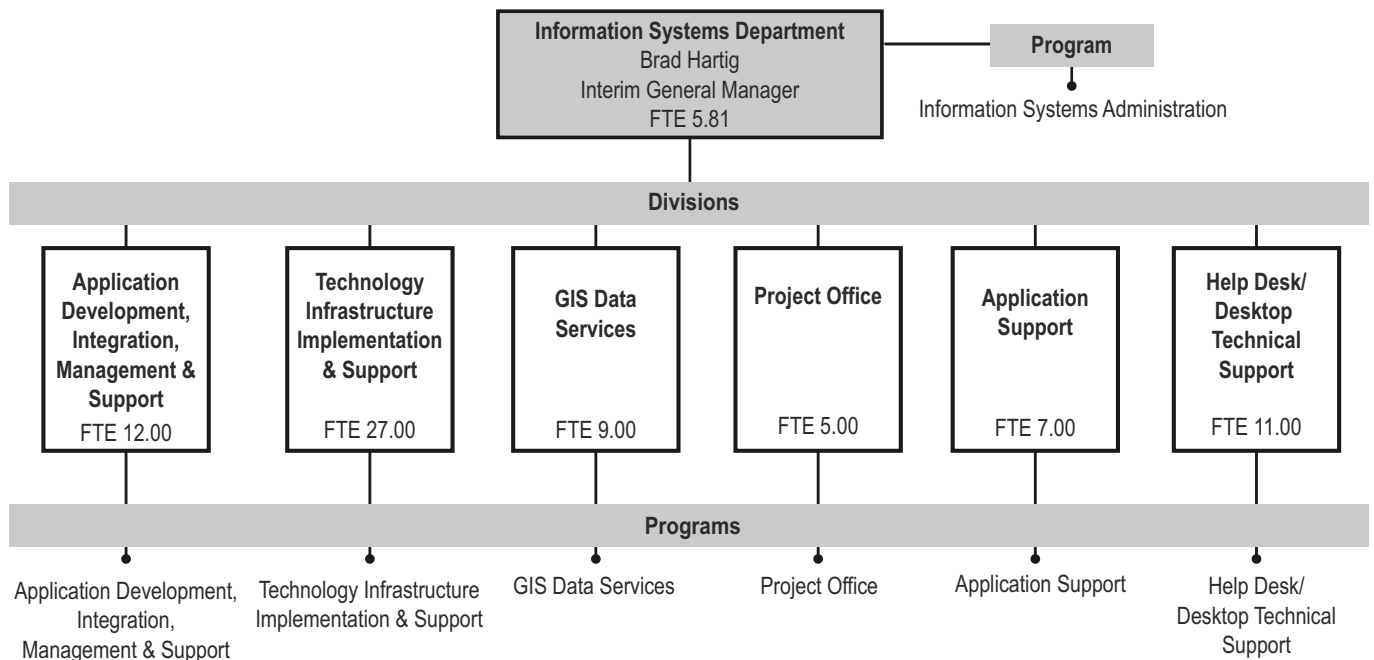
Prior Year Highlights for City programs are currently being finalized by the staff and will be included in the adopted FY 2004/05 budget.



Information Systems Department

Mission

Scottsdale Information Systems provides reliable, secure, and flexible technologies, supported by excellent customer service and leadership in technical innovation.



Departmental Staffing

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
Full-time Equivalent (FTE)	72.81	73.81	73.81	76.81
% of City's FTE's				3.6%

Departmental Expenditures by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
Personal Services	\$5,671,561	\$6,099,655	\$6,099,655	\$6,585,387
Contractual Services	1,471,721	1,238,323	1,254,130	1,124,930
Commodities	205,164	197,728	197,728	227,529
Capital Outlays	20,425	-	41,735	-
Total Program Budget	\$7,368,871	\$7,535,706	\$7,593,248	\$7,937,856
% of City's Total Program Operating Budget				2.6%

Program Description

Foster a departmental commitment to excellent service for our internal and external customers. Provide leadership, strategic direction, coordination, and administrative support for the department, maintain Citywide Computer Inventory, PC Replacement Program, basic telephone rates, and Cell Phone Tracking & Payment Program.

Trends

The number of departments in the City that rely on automation as part of their work process is increasing on an annual basis. Citizens are becoming more accustomed to technology in their daily lives and expect technology advances in government services to mirror those offered in the private sector.

Program Broad Goals

- Guide the strategic direction for City government in its use of technology to better serve the Scottsdale Community.
- Administer the network, server, telephone, and personal computer infrastructure replacement accounts.
- Administer the enterprise cell phone account and the enterprise specialty line account.

Program 2004/05 Objectives

- Discuss business objectives and initiatives with General Managers. Provide additional information on technology solutions for current business issues. Be an active participant in meetings that further regional solutions to common municipal issues.
- Conduct an annual physical verification of computer inventory. Update network, server, telephone, and personal computer infrastructure replacement accounts. Monitor replacement of infrastructure.
- Responsible for Citywide purchases of cell phones, plan changes, and monthly billing. Provide customer support and training for the City Cell Phone Tracking application. Responsible for ordering and tracking specialty lines as well as monitoring the receipt of the monthly billing statements.

Program Provided in Partnership With

Information Systems, Financial Services, City Auditor

Program Customers

All programs in Information Systems, Financial Services, all cell phone users, all Qwest users

City Council's Broad Goal(s)

Fiscal and Resource Management, Open and Responsive Government

Basic Equipment

Personal Computers, Microsoft Office Suite

Special Equipment

Verizon Software, Cell Phone Tracking Software, SmartStream, Microsoft Visio

Resources by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
General Fund Support	\$845,339	\$612,366	\$612,366	\$503,480
Total Program Revenues	\$845,339	\$612,366	\$612,366	\$503,480

Expenditures by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
Personal Services	\$604,011	\$571,190	\$571,190	\$450,222
Contractual Services	230,116	39,617	39,617	49,258
Commodities	11,212	1,559	1,559	4,000
Total Program Budget	\$845,339	\$612,366	\$612,366	\$503,480

INFORMATION SYSTEMS ADMINISTRATION

Information Systems Department

Performance Measures

Program/Service Outputs: (goods, services, units produced)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
# of computers maintained in performance of City business	2,169	2,587	2,675	2728

Program/Service Outcomes: (based on program objectives)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
Target percentage of 95% of Cell Phone and Telephone bills paid on time	75%	85%	95%	95%

Program Staffing

1 Full-time	CHIEF INFORMATION OFFICER	1.00
1 Part-time	CUSTOMER SUPPORT REP	0.81
1 Full-time	DATA CONVERSION OPER II	1.00
1 Full-time	DEPARTMENT ADVISOR	1.00
1 Full-time	OFFICE COORD MANAGER	1.00
1 Full-time	SR CUSTOMER SUPPORT REP	1.00
Total Program FTE		5.81

Prior Year Highlights

Prior Year Highlights for City programs are currently being finalized by the staff and will be included in the adopted FY 2004/05 budget.

APPLICATION, DEVELOPMENT, INTEGRATION, MANAGEMENT & SUPPORT

Information Systems Department

Program Description

The Application Development, Integration, Management and Support program provides software engineering and technical support services for departments that deploy automated technology solutions. Services include the design and engineering of custom software solutions, as well as deployment and support for purchased software products. Additionally, this program is responsible for the management and protection of organizational "data" assets. Data-related services provided include database design and data backup / restore.

Trends

The number of software solutions that we support continues to grow each year as new solutions are deployed. "Support" encompasses general troubleshooting, problem solving, enhancements, and migration (example: migration of solution from Windows 4.0 to Windows 2000). As the number of "supported" applications increases, our ability to tackle new projects decreases. The current ratio of supported applications to staff is 8:1. We have successfully maintained this high ratio because our solutions are built around the same technology framework.

Program Broad Goals

- Implement software applications to gain efficiency and/or improve customer service. Includes development of custom software solutions and implementation of commercial products.
- Provide technical support services (troubleshooting, enhancements) for over 50 automated business solutions.
- Manage and protect corporate data assets.

Resources by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
General Fund Support	\$993,363	\$1,258,039	\$1,258,039	\$1,295,714
Total Program Revenues	\$993,363	\$1,258,039	\$1,258,039	\$1,295,714

Expenditures by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
Personal Services	\$939,034	\$1,157,162	\$1,157,162	\$1,196,245
Contractual Services	48,623	95,977	95,977	93,569
Commodities	5,706	4,900	4,900	5,900
Total Program Budget	\$993,363	\$1,258,039	\$1,258,039	\$1,295,714

Program 2004/05 Objectives

Assist with implementation of next-generation Police Records Management / 911 system.

Assist with the creation of our own fire department through development and/or implementation of fire related software solutions (records management, fire prevention, fire inspections, etc.)

Assist with implementation of next-generation Utility Billing system.

Migrate our wireless, mobile application suite (Blue Stake, Code Enforcement, Water / Wastewater Asset Mgmt, Pavement Mgmt) to next-generation wireless technology to exploit the greater bandwidth and increase our ability to send data to field employees.

Implement next-generation GIS Utility Mapping System.

Implement an automated work management system for sign, street light, and traffic signal maintenance.

Program Provided in Partnership With

All City departments

Program Customers

All City departments and programs, enterprise systems that are used across all departments include the Land Information System, Virtual Call Center, and Vehicle Tracking (GPS), citizen-based on-line (Internet) services include on-line utility billing payments, on-line permit services, airport noise complaints, and on-line maps

City Council's Broad Goal(s)

Fiscal and Resource Management, Open and Responsive Government

Basic Equipment

Personal computers, database & web servers, software engineering tools, and GIS software

Special Equipment

None

APPLICATION, DEVELOPMENT, INTEGRATION, MANAGEMENT & SUPPORT

Information Systems Department

Performance Measures

Program/Service Outputs: (goods, services, units produced)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
# of software solutions supported	50	65	80	80
# of public "e-Gov" (Internet) services provided	8	12	16	20

Program/Service Outcomes: (based on program objectives)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
Provide support services for existing production application (market value)	\$1,050,000	\$1,275,000	\$1,350,000	\$1,500,000
Produce new applications in house in lieu of purchase (market value)	\$1,260,000	\$1,410,000	\$1,520,000	\$1,715,000

Program Staffing

1 Full-time	APPLICATIONS PROJ LEADER	1.00
1 Full-time	DATABASE ADMINISTRATOR	1.00
3 Full-time	DEV COORD	3.00
1 Full-time	ELEC COMMUNICATIONS COORD	1.00
1 Full-time	GIS DIRECTOR	1.00
1 Full-time	LEAD TECH	1.00
3 Full-time	SR DEV COORD	3.00
1 Full-time	SR PROGRAMMER ANALYST	1.00
Total Program FTE		12.00

Prior Year Highlights

Prior Year Highlights for City programs are currently being finalized by the staff and will be included in the adopted FY 2004/05 budget.

TECHNOLOGY INFRASTRUCTURE/ IMPLEMENTATION & SUPPORT

Information Systems Department

Program Description

The Network Operations program develops, maintains, and supports the City's voice and data infrastructure, including all telephones, computer systems, file servers, and the underlying network required for these components to operate effectively. All systems located within the City's computer room are monitored on a 24-hour, 365 days per year basis.

Trends

The volume of e-mail continues to grow, which places significant increased demand on the City's, storage, and server capacity. During the past year, the City's computing environment successfully processed over 36 million e-mails. Data storage and backup needs continue to increase rapidly. The City has seen a significant increase in the number of viruses and unsolicited e-mails associated with this increased volume. Network demand continues to grow, with the need for faster connectivity and increased bandwidth. In particular, the City's WAN (Wide Area Network) sites such as City parks require more network bandwidth.

Program Broad Goals

Ensure on-going scalability and reliability of the City's technology environment and infrastructure.

Ensure the City's computing environment is secure from internal and external vulnerabilities.

Maintain and enhance the City's computer production area to ensure continued high quality, high volume production output, as well as uninterrupted computer operations support and network availability.

Program 2004/05 Objectives

Provide day-to-day service and support of the City's technology infrastructure - install, monitor, and maintain the City's core network systems.

Perform a biennial enterprise-wide security assessment.

Reduce computer operations and production costs while maintaining the 24 x 7 x 365 monitoring and support of the facility. This will be accomplished by evaluating and reviewing staff schedules, equipment/hardware/software maintenance contracts as well as forms and supplies needs.

Program Provided in Partnership With

Financial Services, City Auditor, Capital Project Management, Right-of-way Management, technical liaisons within departments throughout the City

Program Customers

All City departments

City Council's Broad Goal(s)

Fiscal and Resource Management, Open and Responsive Government

Basic Equipment

Personal Computers, Servers, Network Switches and Routers, Telephone System, Firewalls, Multiplexers, Modems, Virtual Private Networks, Microsoft Office Suite

Special Equipment

Network, server and telephony management/diagnostic tools, high-volume printers, inventory control, backup and recovery systems, vehicles

Resources by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
General Fund Support	\$3,722,088	\$3,886,758	\$3,942,363	\$3,452,552
Total Program Revenues	\$3,722,088	\$3,886,758	\$3,942,363	\$3,452,552

Expenditures by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
Personal Services	\$2,731,877	\$2,891,570	\$2,891,570	\$2,466,067
Contractual Services	799,898	824,703	838,573	828,457
Commodities	169,887	170,485	170,485	158,028
Capital Outlays	20,425	-	41,735	-
Total Program Budget	\$3,722,088	\$3,886,758	\$3,942,363	\$3,452,552

TECHNOLOGY INFRASTRUCTURE/ IMPLEMENTATION & SUPPORT

Information Systems Department

Performance Measures

Program/Service Outputs: (goods, services, units produced)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
# of SPAM emails blocked (monthly) from being delivered to the City (An average of 30 seconds per email is expended by staff)	n/a	32,244	55,300	65,000
Annual Disk Storage size (150% increase)	2.5 Terabytes (60% increase)	4.0 Terabytes (25% increase)	5.0 Terabytes (40% increase)	7.0 Terabytes

Program/Service Outcomes: (based on program objectives)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
Provide quality service while minimizing fiscal impact. (Phone service monthly costs per line)	\$23	\$21	\$20	\$20
Achieve a satisfaction approval rating of a 4.3 or above out of a possible 5.0 for Network Operations work requests	4.5	4.4	4.5	4.5

Program Staffing

1 Full-time	COMMUNICATIONS DIRECTOR	1.00
2 Full-time	COMPUTER OPER	2.00
2 Full-time	ENTERPRISE COMM ENGINEER	2.00
1 Full-time	ENTERPRISE DIRECTOR	1.00
4 Full-time	ENTERPRISE NETWORK ENGINEER	4.00
1 Full-time	ENTERPRISE TECH	1.00
1 Full-time	IS TECH	1.00
1 Full-time	LEAD TECH	1.00
1 Full-time	NETWORK SECURITY ENGINEER	1.00
1 Full-time	POLICE TECH DIRECTOR	1.00
1 Full-time	RADIO COMMUNICATIONS ENGINEER	1.00
1 Full-time	SR ANALYST / SYSTEMS	1.00
4 Full-time	SR COMPUTER OPER	4.00
1 Full-time	SR IS TECH	1.00
1 Full-time	SR SYSTEMS INTEGRATOR	1.00
2 Full-time	SYSTEMS INTEGRATOR	2.00
1 Full-time	TECH OPER MANAGER	1.00
1 Full-time	TELECOM POLICY COORD	1.00
Total Program FTE		27.00

Prior Year Highlights

Prior Year Highlights for City programs are currently being finalized by the staff and will be included in the adopted FY 2004/05 budget.

Program Description

The GIS Data Services program provides data maintenance services that keep Scottsdale GIS maps & databases up to date. Key activities that trigger maintenance include (but are not limited to) new subdivisions, commercial developments, capital projects, zoning changes, road widening, new easements, parcel splits/mergers, new/used home sales, and police beat changes. Additionally, the GIS program includes support staff that assist departments with advanced uses of GIS (3D modeling, spatial analysis and cartography); manage the biennial acquisition of digital aerial photography; administer external GIS data requests; and field questions from the public about the use of the City's GIS website (GIS Map Center).

Trends

The number of analysis projects using GIS data has increased from 5 to 10 projects.

Program Broad Goals

Maintain timely and accurately Geographic Information System "land" and "utility" maps & databases.

Support City staff and public use of GIS.

Exploit the use of GIS for asset management, public safety, and community planning purposes.

Program 2004/05 Objectives

Complete data manipulation for compatibility to the new Police Records Management / 911 system.

Support implementation of the City's new Fire Department with map layers or data as needed.

Implement next-generation GIS Utility Mapping System.

Continue updates of core GIS land (parcels, streets, addresses, easements) and utility (water, sewer, storm) databases.

Program Provided in Partnership With

All departments; key partners include Inspection Services; Water Resources; Planning and Development Services

Program Customers

Water Resources (Blue Stake, Work Order Mgmt, Utility Maps, Master Planning), Drainage (Master Planning), Police (CAD GeoFile, ESAP Mobile Maps), Municipal Services (Pavement Mgmt, Work Order Mgmt), Planning Systems (Community Development System, Code Enforcement, Public Notifications), Transportation (Transportation Modeling, Barricade Mgmt). Enterprise systems that are used across all departments include the Land Information System, Virtual Call Center, and Vehicle Tracking (GPS), Citizen-based on-line (Internet) services and on-line maps (Digital Map Center)

City Council's Broad Goal(s)

Fiscal and Resource Management, Open and Responsive Government

Basic Equipment

Personal computers, database & web servers, software engineering tools, plotters and GIS software

Special Equipment

None

Resources by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
General Fund Support	\$899,958	\$860,072	\$862,009	\$775,987
Total Program Revenues	\$899,958	\$860,072	\$862,009	\$775,987

Expenditures by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
Personal Services	\$560,315	\$623,477	\$623,477	\$702,792
Contractual Services	333,218	232,095	234,032	68,695
Commodities	6,426	4,500	4,500	4,500
Total Program Budget	\$899,958	\$860,072	\$862,009	\$775,987

Performance Measures

Program/Service Outputs: (goods, services, units produced)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
Total # of map layers maintained by City Staff	50	55	60	65

Program/Service Outcomes: (based on program objectives)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
percentage of utility map updates completed within scheduled time frames	97%	98%	99%	99%
Achieve a satisfaction approval rating of 4.0 or above out of a possible 5.0 for GIS map requests	n/a	4.0	4.1	4.3

Program Staffing

2 Full-time	GIS ANALYST	2.00
1 Full-time	GIS MANAGER	1.00
5 Full-time	GIS TECH	5.00
1 Full-time	SR IS TECH	1.00
Total Program FTE		9.00

Prior Year Highlights

Prior Year Highlights for City programs are currently being finalized by the staff and will be included in the adopted FY 2004/05 budget.

Program Description

The Project Office Program promotes and supports the use of best practices in Project Management and provides technical resources to assist in the successful implementation, execution and completion of IT projects with predominate expertise in: Business Analysis; Defining Project Scope; Considering Alternatives; Planning the Project; Identifying Required Skills; Identifying Relationships and/or Conflicts With Other Projects In the Organization; Project Execution and Closure, Request for Proposals; Process Standardization; Technology CIP Requests; Identification of Best Practices; Hardware, Software and Process Definition.

Trends

With the increased number of Information Technology (IT) projects, there is an increasing need for efficient use of resources and best practices in Project Management. Therefore, the IS Project Office has streamlined the Project Management Methodology and chartered the Project Office to provide additional resources for technology project execution while continuing to provide IT Project Management.

Program Broad Goals

Provide resources to assist in successful completion of IT projects in a variety of roles (Subject Matter Expert, Consultant, Team Member, Project Manager, etc).

Provide leadership and guidance in IT Project Management so that IT projects are managed in a disciplined, efficient and consistent manner.

Coordinate, or assist in coordinating, resources throughout all phases of the project.

Program 2004/05 Objectives

Provide a methodology to manage technology projects toward a successful completion.

Manage and assist departmental Project Managers to manage technology projects according to the adopted methodology.

Conduct annual review of Project Management Methodology and update where applicable.

Provide a mechanism of cross-departmental communication on technology projects to reduce redundant efforts, promote efficient use of resources, ensure adherence to Information Systems (IS) standards and keep projects in line with organizational strategies.

Provide assistance to customers and to IS ensuring adherence to IS standards and the IS strategic plan.

Program Provided in Partnership With

Departmental staff, technologists, Information Systems

Program Customers

All City departments and programs, Citizens of Scottsdale

City Council's Broad Goal(s)

Fiscal and Resource Management, Open and Responsive Government

Basic Equipment

City Network, Network Workstations and peripherals, Microsoft Office Suite

Special Equipment

Microsoft Visio, Microsoft Project, Microsoft FrontPage, SQL, Wireless equipment

Resources by Type				
	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
General Fund Support	\$349,326	\$351,574	\$351,574	\$434,837
Total Program Revenues	\$349,326	\$351,574	\$351,574	\$434,837
Expenditures by Type				
	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
Personal Services	\$341,347	\$347,357	\$347,357	\$425,085
Contractual Services	7,742	3,667	3,667	8,608
Commodities	237	550	550	1,144
Total Program Budget	\$349,326	\$351,574	\$351,574	\$434,837

Performance Measures

Program/Service Outputs: (goods, services, units produced)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
# of Projects	35	45	50	50
# of multi year projects	1	3	14	15

Program/Service Outcomes: (based on program objectives)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
percentage of projects completed successfully	40%	50%	80%	85%
Achieve a satisfaction approval rating from customers of 4.0 out of a possible 5.0	n/a	4	4.3	4.5

Program Staffing

2 Full-time	ENTERPRISE SYSTEMS INTEGRATOR	2.00
3 Full-time	IS CONSULTANT	3.00
Total Program FTE		5.00

Prior Year Highlights

Prior Year Highlights for City programs are currently being finalized by the staff and will be included in the adopted FY 2004/05 budget.

Program Description

The Application Support program provides application programming and support for the City's primary financial applications (SmartStream financials, Webtime timesheets, SCT Banner licensing, STARS sales tax, TotalHR payroll, etc.). The program also provides a variety of training classes and resources for technology training for the City staff and assists the GIS program with external support for its Internet applications and data sales requests.

Trends

Financial institutions and customers of financial information continue to look for the City to provide more access to City information on-line, as well as to consider options that allow for the implementation of processes that are the same throughout each of the municipalities of the State of Arizona. Customers are demanding financial billing and reporting that is easier to use and more consistent with other government agencies in the State of Arizona. Training for computer software applications will continue to increase in importance as newer and more complex software is implemented for staff and the citizens of Scottsdale to use in solving daily problems and to anticipate future planning needs for the city.

Program Broad Goals

Support software applications to increase efficiency and/or to improve customer service in the Financial Services area.

Provide financial application programming.

Create technology training courseware and class schedules that support the training needs of the City enterprise.

Program 2004/05 Objectives

Maintain continual 24/7 technical programming support for key City financial applications, while also providing quality support for the City's efforts to implement new financial applications to replace aging existing systems.

Provide educational training classes that allow the city staff to learn more about new technologies and increase their knowledge of computer applications that are utilized in their daily work.

Support efforts by Geographic Information Systems staff to increase the use of GIS data across the City of Scottsdale, through Internet applications that can be used by the citizens and through the sale of GIS data to businesses that work in the area.

Program Provided in Partnership With

Financial Services, Human Resources, Citizenry of Scottsdale (website)

Program Customers

Financial Services (WebTime Timesheet Tracking, SmartStream Financials, Sales Tax, Business Licensing, Total HR payroll), all City departments

City Council's Broad Goal(s)

Fiscal and Resource Management, Open and Responsive Government

Basic Equipment

Personal Computers, NT and UNIX servers, telephones, Microsoft Visual Studio development software, Microsoft Office Suite, Oracle database programming tools, ESRI Arcview and Bentley Microstation GIS tools

Special Equipment

Additional phone lines installed for 24/7 support at home for employees that support Financial applications for the City

Resources by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
General Fund Support	\$558,797	\$566,897	\$566,897	\$683,266
Total Program Revenues	\$558,797	\$566,897	\$566,897	\$683,266

Expenditures by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
Personal Services	\$494,978	\$508,899	\$508,899	\$616,597
Contractual Services	52,123	42,264	42,264	45,935
Commodities	11,697	15,734	15,734	20,734
Total Program Budget	\$558,797	\$566,897	\$566,897	\$683,266

Performance Measures

Program/Service Outputs: (goods, services, units produced)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
# of classes given by the Learning Information System. This includes both classroom-taught training and online training	364	444	500	575
# of Citizen support calls instructing users on the use of the GIS/IS Internet site (Maproom, Land Information Web, Data Sales, etc.)	n/a	180	260	350

Program/Service Outcomes: (based on program objectives)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
Achieve a satisfaction approval rating from customers of the project office of 4.0 out of a possible 5.0 for technology training customers	n/a	4	4.1	4.3
Provide a minimum of 98% of technical programming support hours for key financial applications	98%	99%	99%	99%

Program Staffing

1 Full-time	APPLICATIONS PROJ LEADER	1.00
1 Full-time	ENTERPRISE SYSTEMS INTEGRATOR	1.00
1 Full-time	IS SUPPORT MANAGER	1.00
1 Full-time	PROGRAMMER ANALYST	1.00
2 Full-time	SR PROGRAMMER ANALYST	2.00
1 Full-time	TECH LEARNING COORD	1.00
Total Program FTE		7.00

Prior Year Highlights

Prior Year Highlights for City programs are currently being finalized by the staff and will be included in the adopted FY 2004/05 budget.

HELP DESK/DESKTOP TECHNICAL SUPPORT

Information Systems Department

Program Description

The Help Desk/Desktop Technical Support program provides complete technical support to all City desktop and laptop computers, monitors, printers and related peripheral devices; receives all new computing equipment into the Tech Shop and applies City-standard operating systems and application software; qualifies for "self-maintainer" status with major hardware vendors to ensure access to vendor supply channels for warranty and spare parts to minimize repair/replace time for equipment; and operates a 24/7 Help Desk telephone service to assure timely response to calls for service

Trends

The installed base of desktop computers is increasing in proportion to the number of City employees and development of applications within the City. The growth of mobile computing will continue to expand as the City increases its development of applications such as those used by Water, Inspection Services, Code Enforcement, and especially Police. The computers used in a mobile environment are generally "ruggedized" models that require specialized imaging and continual rebuilding to update their software and security features. We anticipate a continuing decline in "personal" printers due to the high cost of supplies and Information Systems' promotion of networked (shared) printers as a more cost effective and feature-rich alternative. We anticipate a growth in requests for desktop support as the City incorporates a municipal fire operation, which will have 13 stations and 65 new computers.

Resources by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
General Fund Support	-	-	-	\$792,020
Total Program Revenues	-	-	-	\$792,020

Expenditures by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
Personal Services	-	-	-	\$728,379
Contractual Services	-	-	-	\$30,408
Commodities	-	-	-	\$33,233
Capital Outlays	-	-	-	-
Total Program Budget	-	-	-	\$792,020

Program Broad Goals

Provide technical support for computers and peripheral equipment to the City.

Set-up and install replacement-cycle computers.

Complete an annual physical verification of computing assets.

Program 2004/05 Objectives

Acknowledge customer calls for service by next working day.

Develop and maintain a staff of qualified and certified (where appropriate) technicians.

Achieve a 90% customer satisfaction performance ratio

Receive and image all replacement computers to City-standard specifications.

Install replacement computer at customer locations and assist in migration of data from old to new computers.

Scan all City asset (bar code tags) on computers and related equipment throughout the city during the fourth quarter, and enter into the ISIS system for verification.

Program Provided in Partnership With Information Systems Departments

Program Customers

All City departments and programs

City Council's Broad Goal(s)

Fiscal and Resource Management, Open and Responsive Government

Basic Equipment

Personal computers, printers, associated peripheral equipment

Special Equipment

Symbol scanners, ISIS Inventory database, servers, HEAT - Help Desk Software, Vehicles

Performance Measures

Program/Service Outputs: (goods, services, units produced)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
Citywide support to desktop and laptop computers	2300	2500	2675	2728
Work Orders completed	5047	5462	5637	5900

Program/Service Outcomes: (based on program objectives)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
Maintain quality support to customers while holding constant with a calculated optimum tech/computer ratio of 250:1	230:1	250:1	268:1	273:1
Maintain a Customer Satisfaction rating of 4.5 on a 5.0 scale rating scheme	4.5	4.5	4.4	4.5

Program Staffing

6 Full-time IS TECH	6.00
1 Full-time IS TECH SUPERVISOR	1.00
4 Full-time SR IS TECH	4.00
Total Program FTE	11.00

Prior Year Highlights

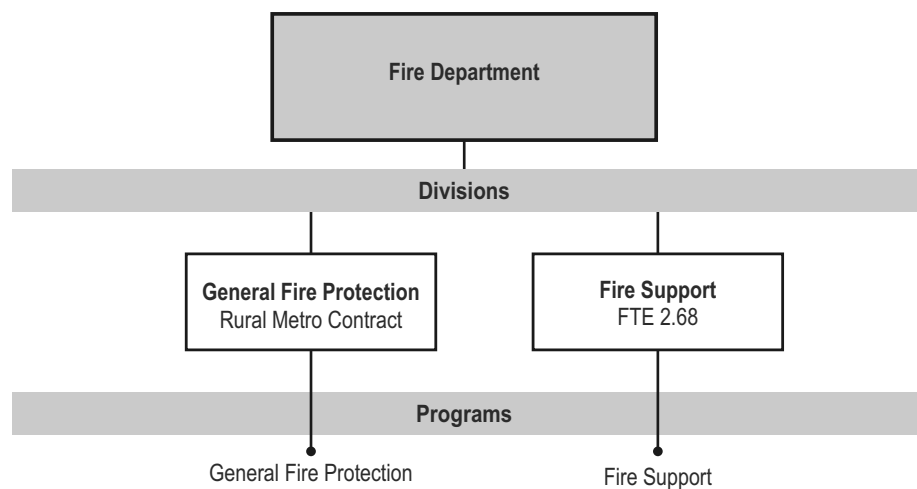
Prior Year Highlights for City programs are currently being finalized by the staff and will be included in the adopted FY 2004/05 budget.



Fire Department

Mission

The Scottsdale Rural/Metro fire Department believes that our primary responsibility is providing superior, quality fire and emergency medical services to the citizens of this City. We will strive to perform all of our duties with pride, in a friendly, compassionate, and professional manor. To ensure our success, we will strive to maintain a positive, productive, and healthy workforce.



Departmental Staffing

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
Full-time Equivalent (FTE)	2.68	2.68	2.68	2.68
% of City's FTE's				0.1%

Departmental Expenditures by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
Personal Services	\$207,603	\$220,224	\$220,224	\$227,977
Contractual Services	17,478,769	19,179,960	18,887,497	20,694,651
Commodities	58,320	69,109	69,109	67,014
Total Program Budget	\$17,744,691	\$19,469,293	\$19,176,830	\$20,989,642
% of City's Total Program Operating Budget				7.2%

GENERAL FIRE PROTECTION

Fire Department

Program Description

Rural/Metro Fire Department, in partnership with the City of Scottsdale, provides the staffing and equipment to handle fire and emergency medical related services within the City. These services include fire prevention, public education, emergency medical response, and fire suppression activities.

Trends

Scottsdale is a diverse community whose density, geographic features, and growth patterns present challenges to the delivery of emergency services.

Program Broad Goals

Continue to improve the emergency response and protection levels in both the mature and rapidly growing areas of the community.

Promote active partnerships with the Police Department to achieve the overall public safety goals of the community and to provide the citizens of Scottsdale with a high level of service and protection.

Actively promote proactive community fire protection through the use of recognized fire engineering principles, built-in protection, aggressive public education programs, and effective emergency response capabilities.

Program 2004/05 Objectives

Rural/Metro will work closely with the various City departments to develop, plan, and implement a successful transition to a municipal fire department. The plan will address the future delivery of emergency services along with identifying the projected costs and enhancements to the Explore alternative methods that will have a positive impact on an emergency incident. Programs could include the expansion of the automatic defibrillator and CPR programs, improvements in emergency dispatch procedures, increased public education outreach programs, and to continue the documentation of successful built-in protection system events.

Program Provided in Partnership With

Police, Emergency Services, Risk Management, Capital Project Mgmt, Water Dept, Planning and Development Services, Fleet Services, City Manager's Office

Program Customers

City Council, Community Residents, City Visitors, Local Business Owners, City employees

City Council's Broad Goal(s)

Neighborhoods

Basic Equipment

Emergency equipment to include fire apparatus, hand tools and protective equipment, radio communications ability, emergency medical supplies along with various fire prevention materials and staff vehicles, personal computers, office equipment

Special Equipment

Special operations include the delivery of Advanced Life Support (paramedic) services, delivery of specialized Airport protection, Hazardous Materials response capabilities, Wildland equipment, special emergency operations that include Confined Space, High Angle, Swift Water rescue

Resources by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
General Fund Support	\$17,684,617	\$19,217,045	\$18,924,582	\$20,728,789
Total Program Revenues	\$17,684,617	\$19,217,045	\$18,924,582	\$20,728,789

Expenditures by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
Contractual Services	\$17,473,256	\$19,158,636	\$18,866,173	\$20,672,475
Commodities	41,257	58,409	58,409	56,314
SubTotal	\$17,514,512	\$19,217,045	\$18,924,582	\$20,728,789
Grant/Trust Expenditures	\$170,105	-	-	-
Total Program Budget	\$17,684,617	\$19,217,045	\$18,924,582	\$20,728,789

GENERAL FIRE PROTECTION

Fire Department

Performance Measures

Program/Service Outputs: (goods, services, units produced)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
Total Annual Responses	21,877	21,162	21,790	22,450
Responses Per Capita	.10	.09	.10	.10

Program/Service Outcomes: (based on program objectives)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
Timely response to Emergency/Non-emergency Incidents Minutes	4.02/4.45 Minutes	4.01/4.38 Minutes	4.10/5.05 Minutes	4.00/5.00
Citizen Approval Fire Service/Emergency Medical Service	99%/98%	95%/95%	95%/95%	95%/95%

Prior Year Highlights

Prior Year Highlights for City programs are currently being finalized by the staff and will be included in the adopted FY 2004/05 budget.

FIRE SUPPORT

Fire Department

Program Description

The Fire Support program provides four ten-man crews of trained "on-call" firefighters whose duties include, but are not limited to salvage and overhaul and backup firefighting (both structural and wildland).

Trends

Continued expansion into desert areas increases the likelihood of urban interface incidents that Fire Support is addressing with increased training and certification in this area. Due to the current threat level, Fire Support is continuing to train to support fire department response to hazardous materials, weapons of mass destruction and mass casualty incidents as needed. Because of change in federal requirements, Fire Support training in OSHA-mandated safety and compliance subjects continues to increase.

Program Broad Goals

- Provide a trained support firefighting staff for major incidents.
- Provide a certified quick attack capability for urban interface wildland fires.

Program 2004/05 Objectives

- Successfully complete certification academy for cadet members.
- Continue advance certification for senior members in various specialty firefighting.

Program Provided in Partnership With

Rural/Metro Fire Department

Program Customers

Scottsdale citizens, Rural/Metro Fire Department

City Council's Broad Goal(s)

Neighborhoods

Basic Equipment

Pagers

Special Equipment

Emergency Response vehicles (2), self contained breathing apparatus, fire radios, salvage and overhaul equipment, Wildland firefighting equipment, associated personal protective equipment as required for firefighting

Resources by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
General Fund Support	\$230,179	\$252,248	\$252,248	\$260,853
Total Program Revenues	\$230,179	\$252,248	\$252,248	\$260,853

Expenditures by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
Personal Services	\$207,603	\$220,224	\$220,224	\$227,977
Contractual Services	\$5,513	\$21,324	\$21,324	\$22,176
Commodities	\$17,063	\$10,700	\$10,700	\$10,700
Total Program Budget	\$230,179	\$252,248	\$252,248	\$260,853

Performance Measures

Program/Service Outputs: (goods, services, units produced)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
# of staff attending/participating in certification, compliance and drills (4 Lieutenants and 36 Firefighters/Cadets)	40	40	40	40
# of special training classes or drills conducted annually	24	24	24	24

Program/Service Outcomes: (based on program objectives)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
Minimum of 10-person crew responding to callouts for major emergency	100%	100%	100%	100%

Program Staffing

36 Part-time FIRE SUPPORT FIGHTER	2.52
4 Part-time FIRE SUPPORT LIEUTENANT	0.16
Total Program FTE	2.68

Prior Year Highlights

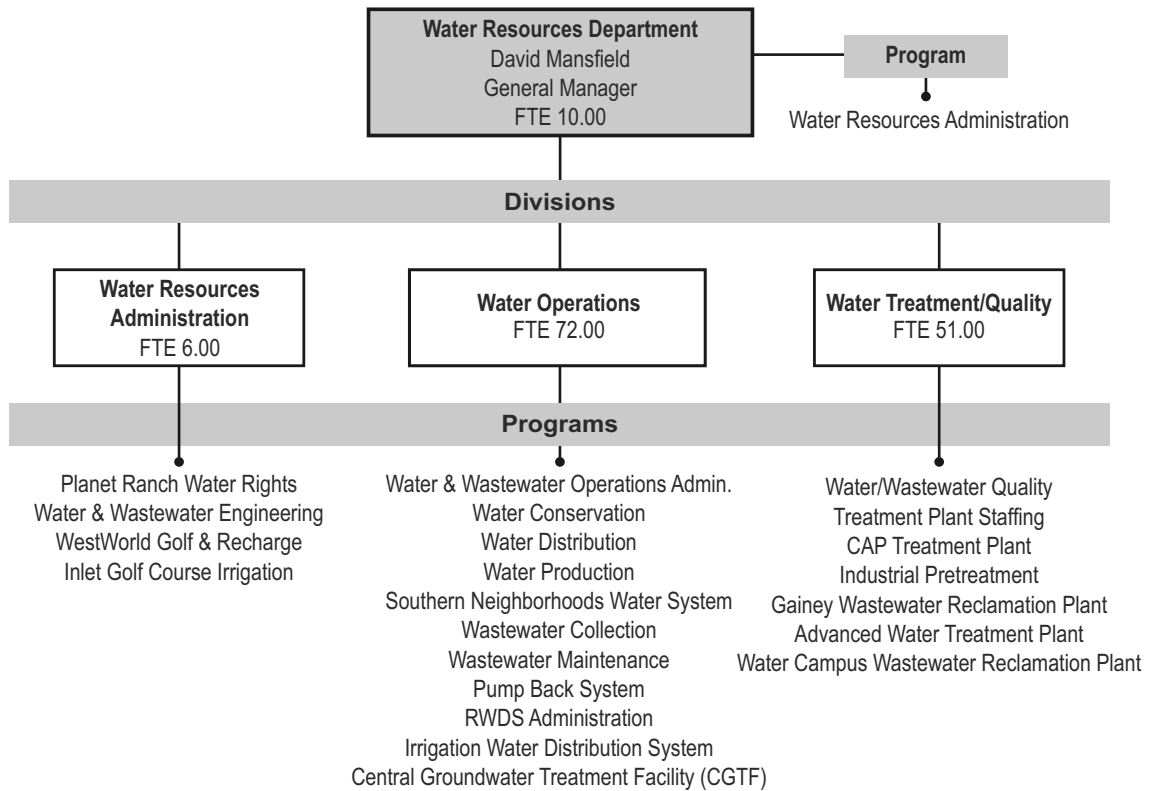
Prior Year Highlights for City programs are currently being finalized by the staff and will be included in the adopted FY 2004/05 budget.



Water Resources Department

Mission

Plan, manage and operate a safe, reliable water supply and wastewater reclamation system and provide efficient, high quality customer service to Scottsdale citizens.



Departmental Staffing

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
Full-time Equivalent (FTE)	139.00	139.00	136.00	139.00
% of City's FTE's				6.5%

Departmental Expenditures by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
Personal Services	\$8,442,516	\$9,297,861	\$9,297,861	\$9,968,152
Contractual Services	15,630,211	17,981,373	18,679,914	19,194,986
Commodities	12,282,327	12,758,005	13,010,951	13,537,672
Capital Outlays	69,380	-	-	132,500
Total Program Budget	\$36,424,434	\$40,037,239	\$40,988,726	\$42,833,310
Grant/Trust Expenditure	\$115,000	\$200,000	\$200,000	\$815,000
% of City's Total Program Operating Budget				14.5%

Program Description

The Water Resources Administration program provides the Department with overall management and leadership while coordinating financial activities, rates, fees and assured water supplies.

Trends

With the increased utilization of renewable surface water supplies, operational costs will continue to increase. Unfunded water quality Federal and State mandates, designed to safeguard public health, continues to impact Department resources significantly.

Program Broad Goals

Provide leadership, direction and management to deliver safe, reliable, efficient and effective water and wastewater services to our customers.

Coordinate financial activities that include prudent rates, fees and bond issuances.

Provide a long-term assured water supply for the City.

Program 2004/05 Objectives

Manage the City water and wastewater programs to maintain compliance with all Federal and State requirements.

Review and adjust rates and fees annually to ensure that rates charged for services provided are appropriately priced and development fees pay for growth related capital improvement needs.

Secure and maintain a long term assured water supply for existing and future demand.

Program Provided in Partnership With

Accounting, Budget, Purchasing, Utility Billing, Capital Project Management, Human Resources

Program Customers

City water and wastewater customers, Accounting, Utility Billing, Capital Project Management

City Council's Broad Goal(s)

Fiscal and Resource Management

Basic Equipment

Personal computers, Microsoft Office Suite, 10-key calculators, cell phones and pagers

Special Equipment

None

Resources by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
Enterprise Fund Program				
User Fees/Charges/Support	\$1,339,628	\$1,319,536	\$1,478,987	\$1,238,562
Total Program Revenues	\$1,339,628	\$1,319,536	\$1,478,987	\$1,238,562

Expenditures by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
Personal Services	\$765,314	\$843,280	\$843,280	\$858,853
Contractual Services	550,197	459,724	563,980	365,809
Commodities	24,116	16,532	71,727	13,900
Total Program Budget	\$1,339,628	\$1,319,536	\$1,478,987	\$1,238,562

Performance Measures

Program/Service Outputs: (goods, services, units produced)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
Increased rate for water service per financial plan	1.5%	5.0%	3.0%	3.0%
Increased rate for wastewater service per financial plan	3 %	1.5%	2.5%	3.0%

Program/Service Outcomes: (based on program objectives)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
Completed the annual review, analysis and adjustment of the twenty-year financial plan for the water and sewer funds in order to assure proper management of expected revenues and expenditures	yes	yes	yes	yes
Adjusted water and sewer development fees based on capital expenditure needs and inflation	yes	yes	yes	yes

Program Staffing

1 Full-time	ADMINISTRATIVE SECRETARY	1.00
1 Full-time	DEPARTMENT ADVISOR	1.00
1 Full-time	DRINKING WATER PROG COORD	1.00
1 Full-time	GENERAL MANAGER	1.00
1 Full-time	WATER FINANCIAL SPECIALIST	1.00
2 Full-time	WATER RES ANALYST	2.00
1 Full-time	WATER RES DIRECTOR	1.00
1 Full-time	WATER RES OFFICE COORD	1.00
1 Full-time	WATER RES PLANNING ADVISOR	1.00
Total Program FTE		10.00

Prior Year Highlights

Prior Year Highlights for City programs are currently being finalized by the staff and will be included in the adopted FY 2004/05 budget.

PLANET RANCH WATER RIGHTS

Water Resources Department

Program Description

Planet Ranch was acquired in 1984 for the approximately 15,700 acre-feet of water rights associated with it. State requirements for an assured water supply prompted the purchase of long-term supplies for the City. The water could eventually be piped to the CAP canal south of the Ranch for transportation to Scottsdale, or the water rights will be sold or exchanged for other rights.

Trends

Planet Ranch is a large asset that needs to be maintained and the associated water rights protected.

Program Broad Goals

Maintain the physical assets and water rights associated with the Ranch.

Keep the cost of maintaining the Ranch at a minimum while being prepared to resume farming activities to retain the water rights if the State denies the City request for a change of use permit from agriculture to municipal.

Program 2004/05 Objectives

Provide the resources and staffing necessary to maintain the assets and rights of Planet Ranch.

Provide the minimum level of security and maintenance to maintain the Ranch and assets.

Program Provided in Partnership With

Water Resources Administration

Program Customers

Arizona Department of Water Resources,
US Fish and Game, Bureau of Reclamation

City Council's Broad Goal(s)

Fiscal and Resource Management

Basic Equipment

Personal computers, Microsoft Office Suite,
ranch related equipment

Special Equipment

Farm and ranch equipment including wells,
irrigation systems, tractors, hay balers,
machine shop tools, air compressors,
welder

Resources by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
Enterprise Fund Program				
User Fees/Charges/Support	\$192,376	\$262,754	\$262,754	\$234,545
Total Program Revenues	\$192,376	\$262,754	\$262,754	\$234,545

Expenditures by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
Personal Services	\$64,806	\$66,574	\$66,574	\$106,537
Contractual Services	115,128	157,422	157,422	105,958
Commodities	12,443	38,758	38,758	22,050
Total Program Budget	\$192,376	\$262,754	\$262,754	\$234,545

Performance Measures

Program/Service Outputs: (goods, services, units produced)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
Annual hours expended to perform the minimum level of Ranch maintenance/security to maintain and protect assets and water rights	5,100	4,500	4,500	4,500

Program/Service Outcomes: (based on program objectives)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
Maintain ranch assets and water rights	yes	yes	yes	yes

Program Staffing

1 Full-time	WATER DISTRIBUTION FIELD COORD	1.00
Total Program FTE		1.00

Prior Year Highlights

Prior Year Highlights for City programs are currently being finalized by the staff and will be included in the adopted FY 2004/05 budget.

Program Description

The Water & Wastewater Engineering program manages the five and fifteen year plan for Water and Wastewater Capital Improvement Projects, provides engineering analyses and coordination for all private development of water and wastewater infrastructure within Scottsdale and provides engineering evaluation of various operational and maintenance issues, i.e. arsenic remediation techniques.

Trends

With the unfunded Federal regulatory compliance dates nearing, the engineering and operational impacts are escalating.

Program Broad Goals

Plan, budget, implement and manage the water and wastewater Capital Improvement Projects program.

Initiate, implement and manage engineering design projects to provide best available technologies for water quality issues such as arsenic and disinfections by-product remediation.

Ensure water and wastewater infrastructure for private development is in compliance with the master plan and operational needs.

Program 2004/05 Objectives

Update the Capital Improvement Projects plan every year. Ensure that capital improvements needed to accommodate growth are updated in the development fees needs.

Manage and coordinate engineering design contracts for water and wastewater treatment issues, including pilot technology testing to determine best available remediation techniques.

Provide the resources to review developer plans to ensure compliance with the City master plan and infrastructure needs.

Program Provided in Partnership With

Capital Project Management, Project Review, Accounting

Program Customers

Capital Project Management, Planning, Financial Services

City Council's Broad Goal(s)

Fiscal and Resource Management

Basic Equipment

Personal computers, Microsoft Office Suite, 10-key calculators

Special Equipment

None

Resources by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
Enterprise Fund Program				
User Fees/Charges/Support	\$301,110	\$410,797	\$410,797	\$476,176
Total Program Revenues	\$301,110	\$410,797	\$410,797	\$476,176

Expenditures by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
Personal Services	\$282,926	\$342,224	\$342,224	\$457,539
Contractual Services	17,509	63,773	63,773	13,637
Commodities	675	4,800	4,800	5,000
Total Program Budget	\$301,110	\$410,797	\$410,797	\$476,176

Performance Measures

Program/Service Outputs: (goods, services, units produced)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
# of water and sewer infrastructure stipulations written for development reviews	170	178	170	170

Program/Service Outcomes: (based on program objectives)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
Completion and approval of updates to the Water, Wastewater and Quality master plans.	yes	n/a	yes	n/a
Complete and receive approval of the five-year Capital Improvements Projects plan.	yes	yes	yes	yes

Program Staffing

1 Full-time	ENGINEER IN TRAINING	1.00
2 Full-time	SR WATER RES ENGINEER	2.00
1 Full-time	WATER RES ENGINEER	1.00
1 Full-time	WATER RES PLANNING ADVISOR	1.00
Total Program FTE		5.00

Prior Year Highlights

Prior Year Highlights for City programs are currently being finalized by the staff and will be included in the adopted FY 2004/05 budget.

Program Description

The WestWorld Golf and Recharge program provides for the contractual obligation for water service to the Sanctuary Public Golf Course. This program also provides for water recharge into the groundwater aquifer as required under the agreement with the U.S. Bureau of Reclamation, which owns the land the facilities are located on. All costs are recovered through rates charged to the Sanctuary Golf Course for the services.

Trends

Contractual obligation to provide water service with all costs recovered through rates charged for the service.

Program Broad Goals

Provide irrigation water service per the agreement, including operation, maintenance and repairs of the water recharge facilities.
Ensure that all costs associated with providing this service are recovered through the rates charged under the agreement.

Program 2004/05 Objectives

Effectively operate the system to produce sufficient quantity of irrigation and recharge water to meet contractual demands.
Review and adjust rates charged for this service to ensure that all costs are recovered.
Comply with the State Aquifer Protection Permit requirements on recharge.

Program Provided in Partnership With

Accounting, Purchasing, Accounts Payable, Payroll

Program Customers

WestWorld Golf Course, Accounting, Arizona Department of Environmental Quality

City Council's Broad Goal(s)

Fiscal and Resource Management

Basic Equipment

Personal computers, Microsoft Office Suite, 10-key calculators

Special Equipment

None

Resources by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
Enterprise Fund Program				
User Fees/Charges/Support	\$100,067	\$124,200	\$124,200	\$131,520
Total Program Revenues	\$100,067	\$124,200	\$124,200	\$131,520

Expenditures by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
Personal Services	\$16,133	-	-	-
Contractual Services	24,597	35,000	35,000	36,120
Commodities	59,336	89,200	89,200	95,400
Total Program Budget	\$100,067	\$124,200	\$124,200	\$131,520

Performance Measures

Program/Service Outputs: (goods, services, units produced)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
Supplied water to the Sanctuary Golf Course at WestWorld per agreement	482 acre feet	418 acre feet	450 acre feet	450 acre feet

Program/Service Outcomes: (based on program objectives)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
Provide contract water service to the golf course and recharge facilities with the costs recovered through rates charged	yes	yes	yes	yes

Program Staffing

No specific staff positions or FTE's are assigned to this program.

Prior Year Highlights

Prior Year Highlights for City programs are currently being finalized by the staff and will be included in the adopted FY 2004/05 budget.

INLET GOLF COURSE IRRIGATION

Water Resources Department

Program Description

The Inlet Golf Course Irrigation program provides for the contractual obligation for water service to the Scottsdale Silverado Public Golf Course. All costs are recovered through rates charged for the service.

Trends

Contractual obligation to provide irrigation water service with all costs recovered through rates charged for the service.

Program Broad Goals

Provide contractual water service and operation of the Silverado Golf Course water facilities.

Ensure that all costs associated with providing this service are recovered through the rates charged under the agreement.

Program 2004/05 Objectives

Provide sufficient quantity of irrigation water to meet contractual demands.

Review and adjust the rate charged to recover all costs of providing the service.

Test and calibrate the golf course meter every six months to assure correct measurement and proper billing.

Program Provided in Partnership With

Accounting

Program Customers

Silverado Golf Course, Accounting, Salt River Project

City Council's Broad Goal(s)

Fiscal and Resource Management

Basic Equipment

Personal computers, Microsoft Office Suite, 10-key calculators

Special Equipment

None

Resources by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
Enterprise Fund Program				
User Fees/Charges/Support	\$44,677	\$47,581	\$49,566	\$49,513
Total Program Revenues	\$44,677	\$47,581	\$49,566	\$49,513

Expenditures by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
Personal Services	\$3,072	\$4,129	\$4,129	\$4,289
Contractual Services	1,334	-	1,985	2,224
Commodities	40,272	43,452	43,452	43,000
Total Program Budget	\$44,677	\$47,581	\$49,566	\$49,513

INLET GOLF COURSE IRRIGATION

Water Resources Department

Performance Measures

Program/Service Outputs: (goods, services, units produced)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
Water supplied to the Silverado Golf Course per agreement during the fiscal year	360 acre feet	384 acre feet	450 acre feet	450 acre feet

Program/Service Outcomes: (based on program objectives)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
Provide contract water service to the golf course with all costs recovered through rates charged.	yes	yes	yes	yes

Program Staffing

No specific staff positions or FTE's are assigned to this program.

Prior Year Highlights

Prior Year Highlights for City programs are currently being finalized by the staff and will be included in the adopted FY 2004/05 budget.

WATER & WASTEWATER OPERATIONS ADMINISTRATION

Water Resources Department

Program Description

The Water & Wastewater Operations Administration program provides the water and wastewater operations programs with leadership, direction and support.

Trends

The Water Operations Administration program takes all operations-related phone calls for distribution to the correct area for response. Due to program and system improvements, the number of citizen contacts has declined over the past two years.

Program Broad Goals

Provide leadership, direction and management to the Operations program to ensure the delivery of safe, reliable, efficient services.

Program 2004/05 Objectives

Manage the City water and wastewater Operations programs to provide safe and reliable services and to maintain compliance with all Federal and State requirements.

Monitor and update the High Performance Work System, which promotes efficient use of the various disciplines within the Operations programs.

Continue implementation of security system improvements at water and wastewater sites.

Program Provided in Partnership With

Purchasing, Accounts Payable, Payroll, Utility Billing, Human Resources

Program Customers

City water and wastewater customers, Utility Billing, Arizona Department of Environmental Quality

City Council's Broad Goal(s)

Fiscal and Resource Management

Basic Equipment

Personal computers, Microsoft Office Suite, 10-key calculators, two-way radios for communication with field staff

Special Equipment

None

Resources by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
Enterprise Fund Program				
User Fees/Charges/Support	\$980,201	\$876,428	\$878,267	\$911,225
Total Program Revenues	\$980,201	\$876,428	\$878,267	\$911,225

Expenditures by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
Personal Services	\$655,386	\$614,855	\$614,855	\$634,485
Contractual Services	281,573	240,573	242,412	247,240
Commodities	32,365	21,000	21,000	29,500
Capital Outlays	10,877	-	-	-
Total Program Budget	\$980,201	\$876,428	\$878,267	\$911,225

Performance Measures

Program/Service Outputs: (goods, services, units produced)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
# of phone inquiries processed which relate to water and sewer operational issues	30,853	28,336	27,000	26,000

Program/Service Outcomes: (based on program objectives)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
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Program Staffing

4 Full-time	CITIZEN SERVICES REP	4.00
1 Full-time	SYSTEMS INTEGRATOR	1.00
1 Full-time	TRAINING / SAFETY COORD	1.00
1 Full-time	WATER OPER DIRECTOR	1.00
1 Full-time	WATER OPER SYSTEMS COORD	1.00
1 Full-time	WATER RES OFFICE COORD	1.00
1 Full-time	WATER RES PROJ COORD	1.00
Total Program FTE		10.00

Prior Year Highlights

Prior Year Highlights for City programs are currently being finalized by the staff and will be included in the adopted FY 2004/05 budget.

WATER CONSERVATION

Water Resources Department

Program Description

The Water Conservation program promotes water conservation to citizens through education and incentives and maintains compliance with the mandated Arizona Department of Water Resources Non-Per Capita Conservation Program.

Trends

As a mandated program, the City is required to meet all of the thirteen required conservation measures under the Arizona Department of Water Resources Non-Per Capita Conservation Program.

Program Broad Goals

Promote water conservation to customers.

Maintain compliance with the State Non-Per Capita Conservation Program.

Program 2004/05 Objectives

Provide water conservation best management practices information to citizens through education, workshops and literature.

Complete the thirteen conservation measures required under the Stipulated Agreement with the Arizona Department of Water Resources and report on those measures annually.

Program Provided in Partnership With

Utility Billing, Plan Review, City Attorney

Program Customers

City water customers, Arizona Department of Water Resources

City Council's Broad Goal(s)

Fiscal and Resource Management

Basic Equipment

Personal computers, Microsoft Office Suite, 10-key calculators

Special Equipment

None

Resources by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
Enterprise Fund Program				
User Fees/Charges/Support	\$400,564	\$470,691	\$482,803	\$478,716
Total Program Revenues	\$400,564	\$470,691	\$482,803	\$478,716

Expenditures by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
Personal Services	\$218,009	\$280,019	\$280,019	\$289,066
Contractual Services	167,224	166,576	176,476	165,594
Commodities	15,042	24,096	26,308	24,056
Capital Outlays	288	-	-	-
Total Program Budget	\$400,564	\$470,691	\$482,803	\$478,716

WATER CONSERVATION

Water Resources Department

Performance Measures

Program/Service Outputs: (goods, services, units produced)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
# of water conservation educational workshops provided	30	29	18	16
# of customer service assistance phone calls received by Water Conservation office	2,829	2,856	2,860	2,875

Program/Service Outcomes: (based on program objectives)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
Maintain compliance with Arizona Department of Water Resources requirements under the Stipulated Agreement	yes	yes	yes	yes

Program Staffing

3 Full-time	WATER CONSRVTN SPECIALIST	3.00
1 Full-time	WATER RES ANALYST	1.00
Total Program FTE		4.00

Prior Year Highlights

Prior Year Highlights for City programs are currently being finalized by the staff and will be included in the adopted FY 2004/05 budget.

WATER DISTRIBUTION

Water Resources Department

Program Description

The Water Distribution program provides for operation, maintenance, repair, installation and replacement of the City water distribution system that includes: 1,820 miles of water lines, 8,900 fire hydrants, 81,200 water service lines and 36,600 main line water valves.

Trends

Parts of the water system are old and deteriorating causing leaks and the need for repairs. The aggressive replacement of aging water lines through a Capital Improvement Project will produce a reduction in emergency main repairs.

Program Broad Goals

Deliver safe and reliable potable water to City water customers through the distribution system.

Program 2004/05 Objectives

Minimize service disruptions through preventive maintenance and proper underground utility identification and markings.
Deliver the highest level of service and responses to the City water customers.

Program Provided in Partnership With

Utility Billing, Risk Management, Purchasing, GIS Data Services, Plan Review, Inspection Services

Program Customers

City water customers, Utility Billing

City Council's Broad Goal(s)

Fiscal and Resource Management

Basic Equipment

Personal protective equipment and various hand tools

Special Equipment

Backhoes, dump trucks, pickup trucks, barricades, shoring equipment, boring tools, line pullers, metal detectors, line locators, vacuum units, air compressors, field laptop computers, City band hand held radios, lift cranes water pumps

Resources by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
Enterprise Fund Program				
User Fees/Charges/Support	2,965,530	\$3,218,659	\$3,329,772	\$3,345,018
Total Program Revenues	2,965,530	\$3,218,659	\$3,329,772	\$3,345,018

Expenditures by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
Personal Services	\$1,616,866	\$1,734,792	\$1,734,792	\$1,866,783
Contractual Services	639,623	684,701	785,604	672,789
Commodities	709,041	799,166	809,376	805,446
Total Program Revenues	\$2,965,530	\$3,218,659	\$3,329,772	\$3,345,018

WATER DISTRIBUTION

Water Resources Department

Performance Measures

Program/Service Outputs: (goods, services, units produced)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
# of water line repairs made during the fiscal year	300	247	250	225
# of old service lines proactively replaced during the fiscal year	424	395	350	300

Program/Service Outcomes: (based on program objectives)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
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Program Staffing

11	Full-time	SR WATER SERVICES WORKER	11.00
6	Full-time	WATER / WSTWATER FIELD REP	6.00
2	Full-time	WATER OPER FIELD COORD	2.00
2	Full-time	WATER OPER SUPERVISOR	2.00
10	Full-time	WATER SERVICES WORKER	10.00
Total Program FTE			31.00

Prior Year Highlights

Prior Year Highlights for City programs are currently being finalized by the staff and will be included in the adopted FY 2004/05 budget.

Program Description

The Water Production program provides for operation, maintenance, repair and replacement of over 500 Water Production facilities that produce safe clean water to Scottsdale citizens and visitors. Includes 31 potable deep well pump sites, 50 reservoirs with a storage capacity of 56 million gallons, 50 potable water booster pump stations and 292 pressure reducing valve stations. This program also regulates and monitors 7,772 backflow assemblies that require annual inspection under the State mandated Backflow Protection program.

Trends

The rapid growth of development in the City over the past few years has slowed, allowing the Water Production staff to focus on preventive and predictive maintenance increasing the efficiency and extending the life of primary equipment. With increased utilization of available renewable surface water supplies, groundwater wells will be used for peak demand, primarily in the summer months and for long term drought protection.

Program Broad Goals

Deliver safe and reliable potable water to City water customers through the production facilities.

Meet the State requirement of reducing groundwater use.

Program 2004/05 Objectives

Minimize service disruptions by preventive maintenance on all pumping equipment associated within City pump stations, reservoirs and pressure reducing valve stations.

Continue reduction of groundwater withdrawals.

Program Provided in Partnership With

Risk Management, Purchasing, Stores, Parks Recreation Facilities Maintenance, GIS Data Services, Department Support, Capital Project Management, Fleet Maintenance, Plan Review

Program Customers

City water customers

City Council's Broad Goal(s)

Fiscal and Resource Management

Basic Equipment

Hand tools, personal and field laptop computers, two way radios

Special Equipment

Work vehicle, electrical/ohm test meter, calibrating instruments, SCADA telemetry control communication equipment, infrared camera, vibration monitoring meter, numerous meters for troubleshooting electronic equipment

Resources by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
Enterprise Fund Program				
User Fees/Charges/Support	\$6,186,926	46,469,641	\$6,635,975	\$5,993,863
Total Program Revenues	\$6,186,926	\$6,469,641	\$6,635,975	\$5,993,863

Expenditures by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
Personal Services	\$1,138,918	\$1,136,216	\$1,136,216	\$1,176,172
Contractual Services	4,390,447	4,863,556	4,878,431	4,149,555
Commodities	636,409	469,869	621,328	668,136
Capital Outlays	21,152	-	-	-
Total Program Budget	\$6,186,926	\$6,469,641	\$6,635,975	\$5,993,863

WATER PRODUCTION

Water Resources Department

Performance Measures

Program/Service Outputs: (goods, services, units produced)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
Maintained pressure-reducing sites in the water system to compensate for new development in higher elevations of the City	280 sites	291 sites	320 sites	340 sites

Program/Service Outcomes: (based on program objectives)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
% of ground water pumped to total potable water produced during the fiscal year.	43%	35%	32%	25%
Protect the potable water system by maintaining the Cross-Connection Program per regulations. # of properly maintained cross-connection devises (running total).	8,086	8,986	9,586	10,000

Program Staffing

1 Full-time	CMPTRZD MAINT MGMT SYS TECH	1.00
1 Full-time	CROSS CONNECTION CTRLS SPEC	1.00
1 Full-time	CROSS CONNECTION CTRLS TECH	1.00
1 Full-time	SR TELEMTRY CTRLS SPECIALIST	1.00
1 Full-time	SR WATER SERVICES WORKER	1.00
2 Full-time	TELEMTRY CTRLS SPECIALIST	2.00
1 Full-time	WATER ELEC	1.00
3 Full-time	WATER ELEC TECH	3.00
5 Full-time	WATER MAINT TECH	5.00
1 Full-time	WATER MAINT TECH TRAINEE	1.00
2 Full-time	WATER OPER FIELD COORD	2.00
1 Full-time	WATER OPER SUPERVISOR	1.00

Total Program FTE 20.00

Prior Year Highlights

Prior Year Highlights for City programs are currently being finalized by the staff and will be included in the adopted FY 2004/05 budget.

SOUTHERN NEIGHBORHOODS WATER SYSTEM

Water Resources Department

Program Description

The Southern Neighborhoods Water System program provides for the operation and maintenance of production wells and purchased water costs that are non-reimbursed costs associated with Superfund Central Groundwater Treatment Facility (CGTF). Water Production volumes of the CGTF are not sufficient to meet the demand of the service area. Therefore, the City SRP allocation currently treated under contract with the City of Phoenix and existing production wells supplements demand. Costs related to the operation and maintenance of the production wells and purchased water costs are not reimbursed under the EPA Consent Agreement. This program also addresses water quality issues related to the Superfund treatment process, including high nitrate levels, scaling problems, arsenic and total dissolved solids problems.

Trends

Provides a safe drinking water supply to the citizens of south Scottsdale while reducing the reliance on other sources to meet the demands of the area. The existing production well field supplying the CGTF is over 50 years old and failing. Current modifications to the wells will insure a more reliable supply and thereby reduce the need to purchase high cost water from the City of Phoenix.

Program Broad Goals

Deliver safe and reliable potable water to City water customers through the Southern Neighborhood production facilities.

Meet or surpass all conditions of the EPA Consent Decree for the Superfund site.

Program 2004/05 Objectives

Operate the wells and CGTF to meet the minimum daily average pumping goal of 6,300 gpm established by the Superfund Consent Decree, which will effectively reduce our need to purchase additional water.

Maintain all equipment effectively.

Program Provided in Partnership With

Water Production, Water Operations
Administration

Program Customers

South Scottsdale Water Customers, U.S.
Environmental Protection Agency, Arizona
Department of Environmental Quality,
Maricopa County Health Department

City Council's Broad Goal(s)

Fiscal and Resource Management

Basic Equipment

Personal computers, Microsoft Office Suite

Special Equipment

SCADA, Well Pumping Equipment,
Distribution Pump Equipment, Chlorine
Analyzers, air stripping column, air scrubber,
proposed reverse osmosis equipment

Resources by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
Enterprise Fund Program				
User Fees/Charges/Support	\$3,243,508	\$3,624,498	\$3,713,298	\$3,807,632
Total Program Revenues	\$3,243,508	\$3,624,498	\$3,713,298	\$3,807,632

Expenditures by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
Personal Services	\$56,471	\$65,007	\$65,007	\$66,904
Contractual Services	903,451	1,060,074	1,184,874	1,033,964
Commodities	2,283,585	2,499,417	2,463,417	2,706,764
Total Program Budget	\$3,243,508	\$3,624,498	\$3,713,298	\$3,807,632

SOUTHERN NEIGHBORHOODS WATER SYSTEM

Water Resources Department

Performance Measures

Program/Service Outputs: (goods, services, units produced)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
# of millions of gallons of water purchased from the City of Phoenix during the fiscal year	1,636	1,304	800	800

Program/Service Outcomes: (based on program objectives)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
Exceed the minimum pumping goal of 6,300 gpm avg daily flow	Yes	Yes	Yes	Yes

Program Staffing

No specific staff positions or FTE's are assigned to this program.

Prior Year Highlights

Prior Year Highlights for City programs are currently being finalized by the staff and will be included in the adopted FY 2004/05 budget.

WASTEWATER COLLECTION

Program Description

The Wastewater Collection program provides operations and maintenance for the sewer lines and transmission lines that collect wastewater, including odor control, for all wastewater customers within the Scottsdale service area.

Trends

Through the pro-active scheduling of cleaning, treatment of manholes for roaches and video inspections of new sewer installations, the number of odor and roach complaints and sewer stoppages has been reduced over the last several years.

Program Broad Goals

Provide safe, continuous transport of all wastewater within the City of Scottsdale.

Ensure correct sewer line operating conditions to avoid odor complaints.

Reduce the number of roach complaints in the sewer system.

Program 2004/05 Objectives

Complete scheduled sewer cleaning maintenance program for one-third of the system annually.

Video inspection of 100 % of all new sewer installations and one-third of the existing system annually.

Provide roach control insecticide application for over 14,000 sewer manholes.

Program Provided in Partnership With

Fleet Maintenance, Capital Project Management, Risk Management, Utility Billing, GIS Data Services

Program Customers

City wastewater customers, U.S. Environmental Protection Agency, Department of Environmental Quality, Maricopa County Health Department

City Council's Broad Goal(s)

Fiscal and Resource Management

Basic Equipment

Personal protective equipment, various hand tools

Special Equipment

City owned and operated hydro truck, confined space equipment, gas monitors, metal locaters, backhoes, dump truck, air compressors, shoring equipment, hand held City band radios, pick-up trucks, desktop and truck mounted computer, chlorine trailer, self contained breathing apparatus (SCBA's)

Resources by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
Enterprise Fund Program				
User Fees/Charges/Support	\$611,478	\$603,904	\$721,334	\$750,310
Total Program Revenues	\$611,478	\$603,904	\$721,334	\$750,310

Expenditures by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
Personal Services	\$104,889	\$137,940	\$137,940	\$140,248
Contractual Services	506,589	465,964	583,394	610,062
Total Program Budget	\$611,478	\$603,904	\$721,334	\$750,310

WASTEWATER COLLECTION

Water Resources Department

Performance Measures

Program/Service Outputs: (goods, services, units produced)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
# of roach complaints received during the fiscal year	175	140	140	140
# of sewer stoppages reported during the fiscal year	31	30	29	28

Program/Service Outcomes: (based on program objectives)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
# of sewer manholes treated annually with roach control insecticide	12,000	12,785	14,600	14,600

Program Staffing

No specific staff positions or FTE's are assigned to this program.

Prior Year Highlights

Prior Year Highlights for City programs are currently being finalized by the staff and will be included in the adopted FY 2004/05 budget.

Program Description

The Wastewater Maintenance program operates maintains and repairs 42 sewer pump stations in the wastewater collection system, including electrical, mechanical, SCADA and odor control needs. The sites are monitored 24 hours per day per the radio telemetry system and physically checked on a weekly basis.

Trends

Through a staff reorganization Water/Waste Production dedicated four persons (1.08 FTEs) to assume the lift station maintenance as part of their normal assigned duties. Since this reorganization, the employees assigned have increased preventive maintenance reducing required repairs and overtime.

Program Broad Goals

- Operate and maintain sewer lift stations without spills or odor complaints.
- Meet or surpass all State and Federal regulatory requirements.

Program 2004/05 Objectives

- Provide preventive maintenance and quick responses to operational needs.
- Reduce chemical costs related to odor control within the system.

Program Provided in Partnership With

Risk Management, Purchasing, Stores, GIS Data Services, Department Support, Capital Project Management, Fleet Maintenance, Operations

Program Customers

City wastewater customers, U.S. Environmental Protection Agency, Department of Environmental Quality, Maricopa County Health Department

City Council's Broad Goal(s)

Fiscal and Resource Management

Basic Equipment

Hand tools, personal computer odor monitoring meters

Special Equipment

Includes electric pumps, telemetry control system (SCADA) communications equipment, generator, odor control system, work vehicle, calibrating instruments, infrared camera, vibration monitoring meter, odor monitoring meter and numerous meters for trouble shooting electronic equipment

Resources by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
Enterprise Fund Program				
User Fees/Charges/Support	\$348,717	\$354,213	\$370,787	\$345,554
Total Program Revenues	\$348,717	\$354,213	\$370,787	\$345,554

Expenditures by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
Personal Services	\$94,780	\$101,601	\$101,601	\$104,648
Contractual Services	129,027	189,172	201,798	140,056
Commodities	124,910	63,440	67,388	100,850
Total Program Budget	\$348,717	\$354,213	\$370,787	\$345,554

WASTEWATER MAINTENANCE

Water Resources Department

Performance Measures

Program/Service Outputs: (goods, services, units produced)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
# of sewer lift station repairs during the fiscal year	301	275	250	250
# of hours of overtime needed to make sewer lift station repairs during the fiscal year	98.5	75	60	60

Program/Service Outcomes: (based on program objectives)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
Minimize sewer discharges that cause a "Notice of Violation" to be issued by the State.	3 sewer discharges	0 sewer discharges	0 sewer discharges	0 sewer discharges

Program Staffing

No specific staff positions or FTE's are assigned to this program.

Prior Year Highlights

Prior Year Highlights for City programs are currently being finalized by the staff and will be included in the adopted FY 2004/05 budget.

PUMP BACK SYSTEM

Program Description

The Pump Back System program operates and maintains five large Pump Back Stations designed to pump up to 32 million gallons of sewage to the Water Campus where it is treated for golf course irrigation and/or groundwater recharge use. The maintenance needs include electrical, SCADA, mechanical and odor control. The sites are continually monitored 24 hours per day per the radio telemetry system and physically checked on a daily basis.

Trends

All five large pump stations are now in operations and are capable of pumping up to 32 million gallons per day of wastewater generated in the City north of Doubletree Ranch Road, to the Water Campus for treatment and use for golf course irrigation and recharging the groundwater aquifer.

Program Broad Goals

- Operate and maintain pumpback stations without spills or odor complaints.
- Meet or surpass all Federal and State regulatory requirements.

Program 2004/05 Objectives

- Maintain all equipment effectively.
- Reduce chemical costs related to odor control within the system.

Program Provided in Partnership With

Risk Management, Purchasing, Stores, GIS Data Services, Department Support, Capital Project Management, Fleet Maintenance, Operations

Program Customers

Reclaimed Water Distribution System (RWDS), Arizona Department of Environmental Quality, Arizona Department of Water Resources

City Council's Broad Goal(s)

Fiscal and Resource Management

Basic Equipment

Reclaimed Water Distribution System (RWDS), Arizona Department of Environmental Quality, Arizona Department of Water Resources

Special Equipment

The equipment involved includes electric pumps, telemetry control system communications equipment (SCADA), generators, odor control systems, work vehicle, calibrating instruments, infrared camera, vibration monitoring meter, odor monitoring meter, numerous meters for trouble shooting electronic equipment

Resources by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
Enterprise Fund Program				
User Fees/Charges/Support	\$1,565,594	\$1,621,062	\$1,640,499	\$1,674,817
Total Program Revenues	\$1,565,594	\$1,621,062	\$1,640,499	\$1,674,817

Expenditures by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
Personal Services	\$242,889	\$263,296	\$263,296	\$254,499
Contractual Services	847,036	964,356	972,288	986,908
Commodities	475,670	393,410	404,915	433,410
Total Program Budget	\$1,565,594	\$1,621,062	\$1,640,499	\$1,674,817

PUMP BACK SYSTEM

Water Resources Department

Performance Measures

Program/Service Outputs: (goods, services, units produced)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
# of million gallons per day of wastewater pumped to the City Water Campus for treatment	10	14	14	14

Program/Service Outcomes: (based on program objectives)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
# of times a pump station has to be taken off-line for repairs.	0	0	0	0

Program Staffing

1 Full-time	WASTEWATER COLLECTION SPEC	1.00
3 Full-time	WASTEWATER COLLECTION TECH	3.00
Total Program FTE		4.00

Prior Year Highlights

Prior Year Highlights for City programs are currently being finalized by the staff and will be included in the adopted FY 2004/05 budget.

Program Description

The RWDS Administration program provides for the contractual obligation for operation and maintenance for the Reclaimed Water Distribution System, providing irrigation water service for 22.5 private golf courses. It includes five booster stations and separate pipeline paid for by RWDS customers. All costs are recovered through rates charged to RWDS customers.

Trends

Due to system use and age, maintenance is increasing. Although there have been no major problems within the system, minor equipment replacement needs will increase. Also, due to electric equipment being outdated, some parts are no longer obtainable. Water Production has outlined a 4-year equipment replacement program.

Program Broad Goals

Meet all contractual obligations to provide irrigation water service.
Ensure that all costs associated with providing this service are recovered through the rates charged under the agreement.

Program 2004/05 Objectives

Effectively operate the system to produce sufficient quantity and quality of irrigation water to meet contractual demands.
Review and adjust the rates charged to recover all costs associated with providing the service.

Program Provided in Partnership With

Utility Billing, Risk Management,
Purchasing, Stores, GIS Data Services,
Capital Project Management, Fleet
Maintenance, Operations

Program Customers

RWDS customers, Arizona Department of
Environmental Quality

City Council's Broad Goal(s)

Fiscal and Resource Management

Basic Equipment

Hand tools, personal protection equipment,
work uniforms, and personnel computer

Special Equipment

Work vehicle, electrical/ohm test meter,
calibrating instruments, SCADA
communication equipment, infrared
camera, vibration monitoring meter,
numerous meters for trouble shooting
electronic equipment

Resources by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
Enterprise Fund Program				
User Fees/Charges/Support	\$1,768,329	\$1,828,164	\$1,840,229	\$2,067,069
Total Program Revenues	\$1,768,329	\$1,828,164	\$1,840,229	\$2,067,069

Expenditures by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
Personal Services	\$37,639	\$60,436	\$60,436	\$61,193
Contractual Services	1,064,394	1,191,228	1,196,228	1,318,876
Commodities	666,297	576,500	583,565	687,000
Total Program Budget	\$1,768,329	\$1,828,164	\$1,840,229	\$2,067,069

Performance Measures

Program/Service Outputs: (goods, services, units produced)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
# of RWDS maintenance hours expended during the fiscal year	940	850	750	750
Acre feet of water provided to the RWDS courses annually (1 acre foot = 325,851 gallons)	12,437	12,304	13,000	13,000

Program/Service Outcomes: (based on program objectives)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
Provide contract water service to the RWDS golf courses with all costs recovered through rates charged	yes	yes	yes	yes

Program Staffing

No specific staff positions or FTE's are assigned to this program.

Prior Year Highlights

Prior Year Highlights for City programs are currently being finalized by the staff and will be included in the adopted FY 2004/05 budget.

IRRIGATION WATER DISTRIBUTION SYSTEM

Water Resources Department

Program Description

The Irrigation Water Distribution System program provides for the contractual obligation for operations and maintenance of the Irrigation Water Distribution System serving four private golf courses and associated recharge facilities. Includes separate pipeline, nine recharge wells, seven booster stations and three backup water wells paid for by IWDS customers. All costs are recovered through rates charged to IWDS customers.

Trends

The IWDS system began operation in July 2003. It will be fully operational, including recharge of Carefree basin per State requirements, in FY 2003/04.

Program Broad Goals

- Meet all contractual obligations to provide irrigation water service.
- Insure that all costs associated with providing this service are recovered through the rates charged under the agreement.
- Recharge water into the Carefree Basin Aquifer when excess water is available.

Program 2004/05 Objectives

- Effectively operate the system to produce sufficient quantity and quality of irrigation water to meet contractual demands.
- Review and adjust the rates charged to assure that all costs allowed under the agreement are recovered.
- Recharge water into the Carefree Basin Aquifer and comply with the Aquifer Protection Permit requirements on recharge.

Program Provided in Partnership With

Risk Management, Purchasing, Stores, GIS Data Services, Department Support, Capital Project Management, Fleet Maintenance, Operations

Program Customers

The IWDS golf courses, Arizona Department of Environmental Quality, Arizona Department of Water Resources

City Council's Broad Goal(s)

Fiscal and Resource Management

Basic Equipment

Hand tools, personal protection equipment, work uniforms, personal computer

Special Equipment

Work vehicle, electrical/ohm test meter, calibrating instruments, SCADA communication equipment, infrared camera, vibration monitoring meter, numerous meters for trouble shooting electronic equipment

Resources by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
Enterprise Fund Program				
User Fees/Charges/Support	\$342,460	\$1,005,040	\$1,044,900	\$1,043,671
Total Program Revenues	\$342,460	\$1,005,040	\$1,044,900	\$1,043,671

Expenditures by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
Personal Services	\$50,884	\$108,078	\$108,078	\$117,572
Contractual Services	137,205	757,962	797,822	604,599
Commodities	149,840	139,000	139,000	321,500
Capital Outlays	4,531	-	-	-
Total Program Budget	\$342,460	\$1,005,040	\$1,044,900	\$1,043,671

IRRIGATION WATER DISTRIBUTION SYSTEM

Water Resources Department

Performance Measures

Program/Service Outputs: (goods, services, units produced)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
# of acre feet of water (325,851 gallons in each acre foot) delivered to IWDS customers	n/a	125	1,475	1,925
# of acre feet of water recharged as part of the IWDS project	n/a	0	1,175	2,350

Program/Service Outcomes: (based on program objectives)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
Provide contract water service to the IWDS golf courses and recharge facilities with the costs recovered through rates charged	n/a	yes	yes	yes

Program Staffing

1 Full-time	WATER ELEC TECH	1.00
Total Program FTE		1.00

Prior Year Highlights

Prior Year Highlights for City programs are currently being finalized by the staff and will be included in the adopted FY 2004/05 budget.

CENTRAL GROUNDWATER TREATMENT FACILITY (CGTF)

Water Resources Department

Program Description

The Central Groundwater Treatment Facility (CGTF) program provides for the contractual obligation with the EPA Consent Decree to operate and maintain the Superfund treatment plant designed to remove Volatile Organic Compounds (VOC) found in the City's groundwater supply in the early 1980's. The main VOC of concern is trichloroethylene (TCE). EPA identified the area as the North Indian Bend Wash (NIBW) Superfund Site and the CGTF was constructed in 1993-94 in accordance with the 1991 Consent Decree (CIV-91-1835-PHX-WPC). The CGTF was constructed by the NIBW participating companies responsible for the contamination and transferred ownership to the City on March 18, 1994. All costs are reimbursed by the Participating Companies.

Trends

Providing a safe drinking water supply to the customers of south Scottsdale while assisting the EPA in plume management and control is a key trend that will be monitored and analyzed. It is anticipated that the continued pumping of the contaminated aquifers will diminish the plume in both size and concentration. We will be looking to reduce levels of VOCs remaining in the aquifer while maintaining the volume of water required to meet system demands.

Program Broad Goals

Meet or exceed all Effective Remediation Goals set in the Superfund Consent Decree to achieve effective remediation of the contaminated groundwater.

Maintain High Standard of Regulatory Compliance.

Program 2004/05 Objectives

Effectively operate the CGTF plant to meet the minimum pumpage goal of 6,300 gpm daily average as required.

Monitor and report to regulatory agencies on plant outputs including quantity, water quality and air quality

Program Provided in Partnership With

Risk Management, Purchasing, Accounts Payable, Payroll, Water Operations Administration

Program Customers

South Scottsdale water customers, EPA, Superfund, Arizona Department of Environmental Quality, Maricopa County Health Department

City Council's Broad Goal(s)

Fiscal and Resource Management

Basic Equipment

Personal computers, Microsoft Office Suite

Special Equipment

SCADA, Well Pumping Equipment, Process air fans, Natural Gas Heaters, GAC contactors

Resources by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
Enterprise Fund Program				
User Fees/Charges/Support	\$896,664	\$1,037,762	\$1,087,867	\$880,919
Total Program Revenues	\$896,664	\$1,037,762	\$1,087,867	\$880,919

Expenditures by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
Personal Services	\$155,529	\$145,328	\$145,328	\$157,893
Contractual Services	442,287	506,434	538,876	405,826
Commodities	298,604	386,000	403,663	317,200
Capital Outlays	243	-	-	-
Total Program Budget	\$896,664	\$1,037,762	\$1,087,867	\$880,919

CENTRAL GROUNDWATER TREATMENT FACILITY (CGTF)

Water Resources Department

Performance Measures

Program/Service Outputs: (goods, services, units produced)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
# of pounds of Volatile Organic Compounds removed annually through the CGTF treatment process	3,073	2,760	2,500	2,300

Program/Service Outcomes: (based on program objectives)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
Met Superfund Consent Decree minimum pumping goal of 6,300 gpm avg daily flow	Yes	Yes	Yes	Yes
Maintained high level of regulatory compliance	yes	yes	yes	yes

Program Staffing

1 Full-time	CMPTRZD GRND TRTMNT FAC COOR	1.00
1 Full-time	WATER MAINT TECH	1.00
Total Program FTE		2.00

Prior Year Highlights

Prior Year Highlights for City programs are currently being finalized by the staff and will be included in the adopted FY 2004/05 budget.

WATER/WASTEWATER QUALITY

Water Resources Department

Program Description

The Water/Wastewater Quality program manages the water and wastewater quality groups to ensure water quality and compliance with federal regulations. Operates the water and wastewater quality laboratories.

Trends

With the existing and proposed unfunded Federal regulatory mandates (i.e., arsenic and the proposed disinfection by-products regulations), the impacts on this program will increase.

Program Broad Goals

Ensure that the City Water Resources Department is in compliance with all water and wastewater quality regulations.

Program 2004/05 Objectives

Provide the sampling, testing, analysis and reporting to assure compliance.

Program Provided in Partnership With

Risk Management, Purchasing, Accounts Payable, Payroll

Program Customers

Water and wastewater customers, Wastewater Reclamation, Industrial Pretreatment, Superfund, Water Resources, Arizona Department of Environmental Quality

City Council's Broad Goal(s)

Fiscal and Resource Management

Basic Equipment

Personal computers, Microsoft Office Suite

Special Equipment

Laboratory instruments

Resources by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
Enterprise Fund Program				
User Fees/Charges/Support	\$1,387,229	\$1,597,293	\$1,598,445	\$1,691,697
Grant/Trust Receipts	\$115,000	\$200,000	\$200,000	\$815,000
Total Program Revenues	\$1,502,229	\$1,797,293	\$1,798,445	\$2,506,697

Expenditures by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
Personal Services	\$882,727	\$1,087,427	\$1,087,427	\$1,133,392
Contractual Services	353,375	359,141	359,141	415,005
Commodities	151,126	150,725	151,877	143,300
SubTotal	\$1,387,229	\$1,597,293	\$1,598,445	\$1,691,697
Grant/Trust Expenditures	\$115,000	\$200,000	\$200,000	\$815,000
Total Program Budget	\$1,502,229	\$1,797,293	\$1,798,445	\$2,506,697

WATER/WASTEWATER QUALITY

Water Resources Department

Performance Measures

Program/Service Outputs: (goods, services, units produced)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
# of water and wastewater quality tests performed annually	17,672	23,943	24,000	24,000

Program/Service Outcomes: (based on program objectives)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
Maintained a high level of regulatory compliance for the drinking water system	yes	yes	yes	yes

Program Staffing

3 Full-time	CHEMIST I	3.00
5 Full-time	CHEMIST II	5.00
1 Part-time	DRINKING WATER PROG COORD	0.50
1 Full-time	LAB & WATER QLTY MANAGER	1.00
1 Full-time	QTY ASSUR & REG COMPL SUPVR	1.00
1 Full-time	SR CHEMIST	1.00
1 Full-time	WATER QLTY SAMPLER	1.00
1 Full-time	WATER QLTY SPECIALIST	1.00
1 Full-time	WATER QLTY TECH	1.00
2 Full-time	WTR CAMPUS COMPLIANCE SPEC	2.00
Total Program FTE		16.50

Prior Year Highlights

Prior Year Highlights for City programs are currently being finalized by the staff and will be included in the adopted FY 2004/05 budget.

TREATMENT PLANT STAFFING

Program Description

The Treatment Plant Staffing program is designed to capture salaries and individual costs for the multi-tasked professional staff for all of the treatment plants. Staffing costs are located in this program and time worked at each separate plant is charged to the appropriate Treatment program. All operators are trained and State certified to operate all treatment plants, which enables them to rotate from plant to plant.

Trends

This program was established to separately track administration, operations and maintenance treatment plant staff related costs at the Water Campus and Gainey Ranch Treatment plants.

Program Broad Goals

Facilitate rotation of the multi-trained treatment plant operators.

Program 2004/05 Objectives

Track treatment plant staffing costs.

Program Provided in Partnership With

Human Resources

Program Customers

Treatment and Water Quality

City Council's Broad Goal(s)

Fiscal and Resource Management

Basic Equipment

Personal computers, Microsoft Office Suite

Special Equipment

None

Resources by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
Enterprise Fund Program				
User Fees/Charges/Support	\$849,767	\$959,438	\$959,438	\$1,196,425
Total Program Revenues	\$849,767	\$959,438	\$959,438	\$1,196,425

Expenditures by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
Personal Services	\$832,489	\$941,452	\$941,452	\$1,138,365
Contractual Services	5,976	6,471	6,471	42,420
Commodities	11,302	11,515	11,515	15,640
Total Program Budget	\$849,767	\$959,438	\$959,438	\$1,196,425

TREATMENT PLANT STAFFING

Water Resources Department

Performance Measures

Program/Service Outputs: (goods, services, units produced)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
# of operators needed to operate the three Water Campus treatment plants 24 hours a day, 365 days a year	12	12	12	12
# of maintenance technicians needed to maintain and repair the three water Campus Treatment Plants	7	7	7	9

Program/Service Outcomes: (based on program objectives)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
Treatment plants operate with full staff 100% of the time	yes	yes	yes	yes

Program Staffing

1 Full-time	ADMINISTRATIVE SECRETARY	1.00
1 Full-time	MAINTENANCE HVAC TECH	1.00
1 Full-time	PROCESS CTRL ANALYST	1.00
1 Full-time	REG COMPLIANCE ANALYST	1.00
2 Full-time	SR WATER MAINT TECH	2.00
1 Full-time	SR WATER PLANT OPER	1.00
1 Part-time	SUPPORT SPECIALIST	0.50
4 Full-time	WATER / WSTWTR PLANT SR OPER	4.00
1 Full-time	WATER / WSTWTR TRTMNT MGR	1.00
2 Full-time	WATER CAMPUS MAINT SPECIALIST	2.00
2 Full-time	WATER CAMPUS MAINT TECH	2.00
1 Full-time	WATER ELEC TECH	1.00
1 Full-time	WATER OPER FIELD COORD	1.00
1 Full-time	WTR / WSTWATER TRTMNT QLTY DIR	1.00
12 Full-time	WTR / WSTWTR TRTMNT PLANT OP	12.00
1 Full-time	WTR RES TECH PLAN/SUPPT COORD	1.00
Total Program FTE		32.50

Prior Year Highlights

Prior Year Highlights for City programs are currently being finalized by the staff and will be included in the adopted FY 2004/05 budget.

CAP TREATMENT PLANT

Program Description

The CAP Water Treatment Plant program provides for operations, maintenance and repair of the City 50 million gallon per day drinking water facility.

Trends

As a result of restrictions on ground water usage, the City will continue to maximize use of available surface water supplies in areas historically served by groundwater. The existing groundwater supply will be used to supplement high summer demand and provide drought protection.

Program Broad Goals

Provide a sufficient quantity of drinking water for City customers that surpass all Federal and State requirements.

Operate the CAP Plant to maximize the use of CAP surface water.

Program 2004/05 Objectives

Operate the treatment plant effectively to produce water quantity and quality that consistently surpasses all requirements.

Maintain all equipment effectively.

Program Provided in Partnership With

Risk Management, Purchasing, AP & Payroll

Program Customers

Water Quality Laboratory, Arizona
Department of Environmental Quality

City Council's Broad Goal(s)

Fiscal and Resource Management

Basic Equipment

Personal computers, Microsoft Office Suite

Special Equipment

Plant equipment, feed systems, pumps, laboratory equipment

Resources by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
Enterprise Fund Program				
User Fees/Charges/Support	\$6,636,927	\$7,496,490	\$7,615,324	\$7,775,905
Total Program Revenues	\$6,636,927	\$7,496,490	\$7,615,324	\$7,775,905

Expenditures by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
Personal Services	\$416,387	\$421,349	\$421,349	\$428,854
Contractual Services	842,912	1,008,516	1,118,482	1,283,991
Commodities	5,377,627	6,066,625	6,075,493	6,063,060
Total Program Budget	\$6,636,927	\$7,496,490	\$7,615,324	\$7,775,905

CAP TREATMENT PLANT

Water Resources Department

Performance Measures

Program/Service Outputs: (goods, services, units produced)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
% of CAP surface water use of the total water demand	50%	60%	65%	68%

Program/Service Outcomes: (based on program objectives)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
# days that the CAP Water Treatment Plant operates in compliance with federal drinking water standards	365	365	365	365
# days that the CAP finished water turbidity is 80% better than EPA standard of .5 NTU	365	365	365	365

Program Staffing

No specific staff positions or FTE's are assigned to this program.

Prior Year Highlights

Prior Year Highlights for City programs are currently being finalized by the staff and will be included in the adopted FY 2004/05 budget.

INDUSTRIAL PRETREATMENT

Program Description

The Industrial Pretreatment program regulates and monitors industry sewer discharges for pollutants, toxic chemicals, including restaurant discharges of fats, oils and grease into the City wastewater system. The work performed prevents clogging of the collection system and associated odor problems.

Trends

Growth of new industries and restaurants into the City will require a continuing effort to upgrade inspection and enforcement capabilities.

Program Broad Goals

Ensure compliance with industrial discharge permits for all permitted discharges.

Ensure compliance with grease discharge regulations.

Program 2004/05 Objectives

Monitor and sample industrial users.

Inspect over 600 restaurants yearly for compliance.

Program Provided in Partnership With

Risk Management, Purchasing, Accounts Payable, Payroll

Program Customers

Industrial and restaurant customers, Water Resources, Sub Regional Operating Group (SROG), Arizona Department of Environmental Quality

City Council's Broad Goal(s)

Fiscal and Resource Management

Basic Equipment

Personal computers, Microsoft Office Suite

Special Equipment

Wastewater sampling equipment

Resources by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
Enterprise Fund Program User Fees/Charges/Support	-	\$163,238	\$163,238	\$165,386
Total Program Revenues	-	\$163,238	\$163,238	\$165,386

Expenditures by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
Personal Services	-	\$127,651	\$127,651	\$133,284
Contractual Services	-	21,857	21,857	20,142
Commodities	-	13,730	13,730	11,960
Total Program Budget	-	\$163,238	\$163,238	\$165,386

INDUSTRIAL PRETREATMENT

Water Resources Department

Performance Measures

Program/Service Outputs: (goods, services, units produced)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
# of restaurants inspected yearly	255	287	350	600

Program/Service Outcomes: (based on program objectives)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
Maintained compliance with the Industrial Pretreatment and Fats, Oils and Grease regulatory programs	yes	yes	yes	yes

Program Staffing

2 Full-time WATER QLTY SPECIALIST	2.00
Total Program FTE	2.00

Prior Year Highlights

Prior Year Highlights for City programs are currently being finalized by the staff and will be included in the adopted FY 2004/05 budget.

GAINEY WASTEWATER RECLAMATION PLANT

Water Resources Department

Program Description

The Gainey Wastewater Reclamation Plant program provides wastewater treatment at a small (2 mgd) regional plant to irrigate the 36 hole Gainey Ranch golf course with reclaimed water. Costs are reimbursed through rates charged for the service.

Trends

This satellite facility has been refurbished to include phosphorus reduction as requested by Gainey Ranch. The plant is aging and will require increased levels of corrective maintenance.

Program Broad Goals

Treat wastewater to irrigation standards to meet the contractual demands at Gainey Ranch.
Ensure compliance with effluent re-use water quality standards.

Program 2004/05 Objectives

Operate the treatment plant effectively to produce a consistent quantity and quality of irrigation water that exceeds all contract and State reuse requirements.
Maintain all equipment effectively.

Program Provided in Partnership With

Risk Management, Purchasing, Accounts Payable, Payroll

Program Customers

Gainey Ranch Golf Course, Water Resources

City Council's Broad Goal(s)

Fiscal and Resource Management

Basic Equipment

Personal computers, Microsoft Office Suite

Special Equipment

Plant equipment, feed systems, pumps, laboratory equipment

Resources by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
Enterprise Fund Program				
User Fees/Charges/Support	\$327,343	\$338,935	\$344,145	\$372,210
Total Program Revenues	\$327,343	\$338,935	\$344,145	\$372,210

Expenditures by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
Personal Services	\$124,691	\$130,296	\$130,296	\$135,086
Contractual Services	147,178	163,639	167,639	155,124
Commodities	55,474	45,000	46,210	82,000
Total Program Budget	\$327,343	\$338,935	\$344,145	\$372,210

Performance Measures

Program/Service Outputs: (goods, services, units produced)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
# of odor complaints from the Gainey Ranch Treatment Plant process	0	0	0	0

Program/Service Outcomes: (based on program objectives)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
Met the contractual and regulatory obligations for supplying Gainey Ranch with treated effluent for irrigation use on the Golf Course and common areas	yes	yes	yes	yes

Program Staffing

No specific staff positions or FTE's are assigned to this program.

Prior Year Highlights

Prior Year Highlights for City programs are currently being finalized by the staff and will be included in the adopted FY 2004/05 budget.

ADVANCED WATER TREATMENT PLANT

Water Resources Department

Program Description

The Advanced Water Treatment Plant program provides for advanced treatment of excess wastewater to drinking water standards for recharge into the groundwater. This program operations surpasses all Federal and State regulatory requirements and contributes toward achieving State Groundwater Management Act Assured water supply goals.

Trends

The Water Resources Master plan in compliance with the State Assured Water Supply program, requires recharge of highly treated wastewater and excess CAP water to meet our future water needs and obtain "safe-yield".

Program Broad Goals

Ensure the highest water quality standards for recharged water are met.

Ensure sufficient water is recharged to meet the requirements of the Master Plan and Assured Water Supply.

Program 2004/05 Objectives

Operate the treatment plant to assure quality of treated water for recharge use exceeds all requirements.

Operate the system effectively to recharge a minimum of 5,800 acre-feet of water annually.

Maintain all equipment effectively

Program Provided in Partnership With

Risk Management, Purchasing, Accounts Payable, Payroll

Program Customers

Water Resources

City Council's Broad Goal(s)

Fiscal and Resource Management

Basic Equipment

Personal computers, Microsoft Office Suite

Special Equipment

Plant equipment, feed systems, pumps, laboratory equipment

Resources by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
Enterprise Fund Program				
User Fees/Charges/Support	\$1,097,115	\$1,158,976	\$1,162,054	\$1,504,078
Total Program Revenues	\$1,097,115	\$1,158,976	\$1,162,054	\$1,504,078

Expenditures by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
Personal Services	\$218,529	\$269,196	\$269,196	\$275,726
Contractual Services	572,800	640,510	640,523	881,852
Commodities	305,787	249,270	252,335	274,000
Capital Outlays	-	-	-	72,500
Total Program Budget	\$1,097,115	\$1,158,976	\$1,162,054	\$1,504,078

Performance Measures

Program/Service Outputs: (goods, services, units produced)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
Acre feet of water recharged during the fiscal year	4,200	5,300	5,800	6,000

Program/Service Outcomes: (based on program objectives)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
Met or exceeded the planned recharge amounts of high quality treated water	yes	yes	yes	yes

Program Staffing

No specific staff positions or FTE's are assigned to this program.

Prior Year Highlights

Prior Year Highlights for City programs are currently being finalized by the staff and will be included in the adopted FY 2004/05 budget.

WATER CAMPUS WASTEWATER RECLAMATION PLANT

Water Resources Department

Program Description

The Water Campus 12 mgd Wastewater Reclamation Plant treats wastewater collected in the City north of Doubletree Ranch Rd., for reuse on golf courses and for recharge of the groundwater aquifer.

Trends

Growth will impact the amount of wastewater treated at the plant and increased flow will impact the treatment budget.

Program Broad Goals

Treat wastewater generated in the City north of Doubletree Ranch Road to irrigation quality water for use by the RWDS & IWDS golf courses and for further treatment at the Advanced Water Treatment plant for recharge use.

Surpass all reuse water quality standards for all irrigation water supplied to RWDS and IWDS contractual golf course customers.

Program 2004/05 Objectives

Effectively operate the treatment plant to produce irrigation quality water from wastewater that surpasses all standards.

Maintain all equipment effectively.

Assure that the effluent is used only as permitted by the State.

Program Provided in Partnership With

Risk Management, Purchasing, Accounts Payable, Payroll, RWDS golf course irrigation, Irrigation Water Distribution System

Program Customers

Water Resources, RWDS, IWDS, Arizona Department of Environmental Quality

City Council's Broad Goal(s)

Fiscal and Resource Management

Basic Equipment

Personal computers, Microsoft Office Suite

Special Equipment

Plant equipment, feed systems, pumps, laboratory equipment

Resources by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
Enterprise Fund Program				
User Fees/Charges/Support	\$4,805,937	\$5,047,939	\$5,074,047	\$6,638,499
Total Program Revenues	\$4,805,937	\$5,047,939	\$5,074,047	\$6,638,499

Expenditures by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
Personal Services	\$463,181	\$416,715	\$416,715	\$426,764
Contractual Services	3,490,350	3,974,724	3,985,438	5,537,235
Commodities	852,406	656,500	671,894	674,500
Total Program Budget	\$4,805,937	\$5,047,939	\$5,074,047	\$6,638,499

WATER CAMPUS WASTEWATER RECLAMATION PLANT

Water Resources Department

Performance Measures

Program/Service Outputs: (goods, services, units produced)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
# of million gallons per day of wastewater treated during the fiscal year	11	12	13	13

Program/Service Outcomes: (based on program objectives)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
Met the contractual irrigation needs of the RWDS golf courses	yes	yes	yes	yes
Met or surpassed the Arizona State Environmental Quality regulations for re-use of treated wastewater	yes	yes	yes	yes

Program Staffing

No specific staff positions or FTE's are assigned to this program.

Prior Year Highlights

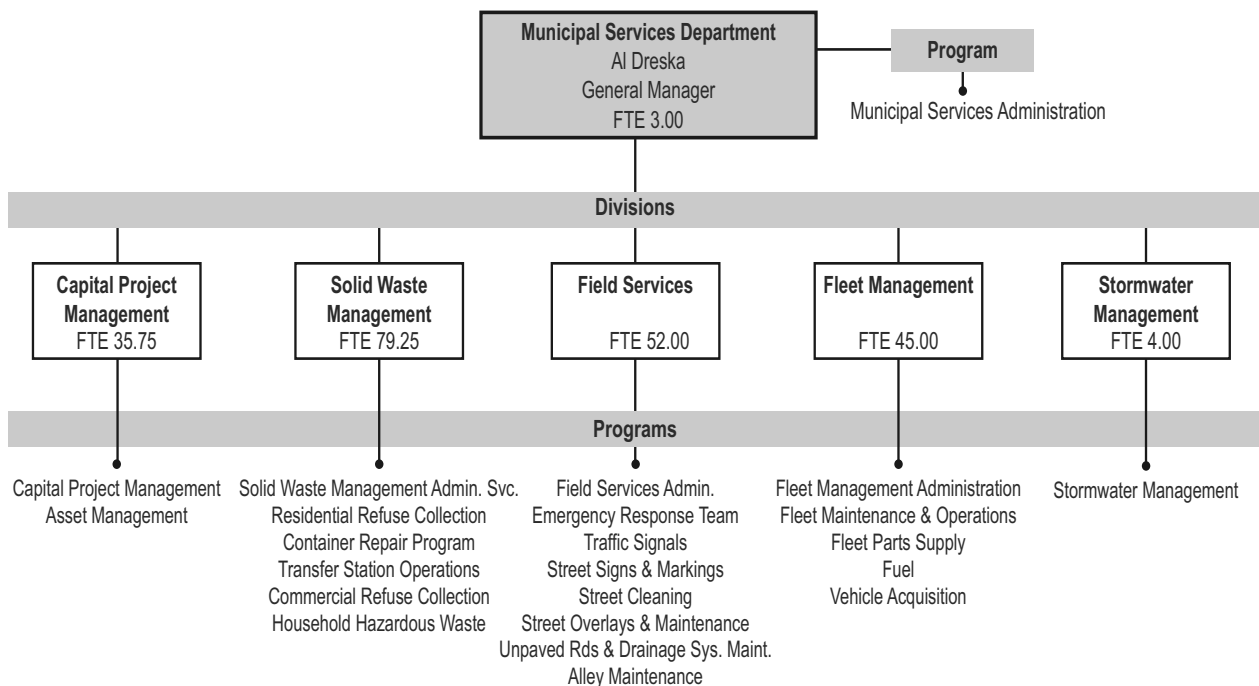
Prior Year Highlights for City programs are currently being finalized by the staff and will be included in the adopted FY 2004/05 budget.



Municipal Services Department

Mission

Your Scottsdale is our Scottsdale; We build it and take care of it like it's our own.



Departmental Staffing

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
Full-time Equivalent (FTE)	213.00	213.00	216.00	219.00
% of City's FTE's				10.2%

Departmental Expenditures by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
Personal Services	\$11,230,551	\$13,262,063	\$13,262,063	\$14,669,074
Contractual Services	13,288,153	12,514,831	12,515,916	12,197,868
Commodities	4,159,155	4,011,451	4,052,620	4,292,963
Capital Outlays	4,011,693	3,544,350	3,577,816	3,623,000
Total Program Budget	\$32,689,551	\$33,332,695	\$33,408,415	\$34,782,905
Grant/Trust Expenditure	-	\$1,000,000	\$665,200	\$435,400
% of City's Total Program Operating Budget				11.7%

MUNICIPAL SERVICES ADMINISTRATION

Municipal Services Department

Program Description

The Municipal Services Administration program manages department-wide operational, budget and financial activities. It also prepares and updates the department-wide strategic plan.

Trends

The economic downturn has caused Municipal Services to explore ways to reduce costs while maintaining the same level of services to its customers.

Program Broad Goals

Closely manage the Department's budget to ensure continued quality services to our citizens.

Oversee department-wide implementation of Maximus Assessment recommendations.

Provide leadership skill building opportunities for interested department employees.

Program 2004/05 Objectives

Provide quality services at the lowest possible cost.

Keep the implementation of the Maximus Assessment recommendations on schedule.

Program Provided in Partnership With

Municipal Services Department

Program Customers

Capital Projects Management, Solid Waste, Field Services, Fleet Management

City Council's Broad Goal(s)

Fiscal and Resource Management

Basic Equipment

Personal computers, Microsoft Office Suite, 10-key calculators

Special Equipment

None

Resources by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
General Fund Support	\$336,019	\$338,579	\$338,579	\$343,991
Total Program Revenues	\$336,019	\$338,579	\$338,579	\$343,991

Expenditures by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
Personal Services	\$309,873	\$315,034	\$315,034	\$319,775
Contractual Services	18,803	17,195	17,195	17,866
Commodities	7,343	6,350	6,350	6,350
Total Program Budget	\$336,019	\$338,579	\$338,579	\$343,991

Performance Measures

Program/Service Outputs: (goods, services, units produced)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
# of quality improvements implemented	55	75	75	75

Program/Service Outcomes: (based on program objectives)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
Dollars saved as a result of implementing quality improvements	\$573,000	\$121,952	\$300,000	\$300,000

Program Staffing

1 Full-time	ADMINISTRATIVE SECRETARY	1.00
1 Full-time	GENERAL MANAGER	1.00
1 Full-time	MANAGEMENT ANALYST	1.00
Total Program FTE		3.00

Prior Year Highlights

Prior Year Highlights for City programs are currently being finalized by the staff and will be included in the adopted FY 2004/05 budget.

Program Description

The Capital Project Management program oversees the management of the design and construction of capital improvement projects and management of publicly owned properties.

Trends

Capital Projects Management workload will be increasing with more than 60 projects currently pending, and more than 40 projects starting construction. Starting the design and construction phases of these projects will put a strain on existing resources.

Program Broad Goals

Continue to adjust the capital improvement project process to incorporate the Bond 2000 projects with the ongoing capital improvement program.

Inform and involve citizens in the capital improvement program planning, design, construction and acquisition process.

Acquire property and right-of-way in a cost effective and least disruptive manner.

Program 2004/05 Objectives

Begin construction of Chaparral Water Treatment Facility, Distribution Waterlines & Park Expansion.

Begin construction of CAP Basin Sports Complex.

Complete Loop 101 Rubberized Asphalt.

Begin construction of Stacked 40's - Center to Hayden & North Frontage Rd.

Complete of San Francisco Giants Clubhouse/Training Fields.

Program Provided in Partnership With

Community Services, Water Resources, Transportation, Economic Vitality, Planning and Development Services, Financial Services, WestWorld

Program Customers

Scottsdale citizens, all City departments

City Council's Broad Goal(s)

Fiscal and Resource Management

Basic Equipment

Personal computers, Microsoft Office Suite, phones, 10-key calculators, Xerox machine, Fax machine, printers, color printers, City's Land Information System, City's Community Development Systems, Vehicles

Special Equipment

Contractual services, consultants, software, plotter

Resources by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
Grant/Trust Expenditures	\$359,142	\$1,000,000	\$665,200	\$435,400
Enterprise Fund Program User Fees/Charges/Support	(115,152)	-	-	7,655
Total Program Revenues	\$243,990	\$1,000,000	\$665,200	\$443,005

Expenditures by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
Personal Services	\$1,723,806	\$2,869,170	\$2,543,875	\$3,604,928
Contractual Services	(1,863,472)	(2,885,595)	(2,560,300)	(3,613,698)
Commodities	22,496	16,425	16,425	16,425
Capital Outlays	2,017	-	-	-
SubTotal	(115,152)	-	-	7,655
Grant/Trust Expenditures	\$359,142	\$1,000,000	\$665,200	\$435,400
Total Program Budget	\$243,990	\$1,000,000	\$665,200	\$443,005

CAPITAL PROJECT MANAGEMENT

Municipal Services Department

Performance Measures

Program/Service Outputs: (goods, services, units produced)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
# of active capital projects	101	118	116	183

Program/Service Outcomes: (based on program objectives)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
Maintain project administration costs at or below 6.7% of capital project budgets	5.98%	6.7%	6.3%	6.3%
Maintain construction change orders at or below 10% of contract costs	6.44%	8%	8.1%	8%

Program Staffing

1 Full-time	CAPITAL PROJ MGMT ADMIN	1.00
1 Full-time	CITIZEN SERVICES REP	1.00
1 Full-time	CIVIL DSGNR	1.00
1 Full-time	CIVIL ENGINEER	1.00
1 Full-time	CONSTRUCTION & DSGN DIRECTOR	1.00
3 Full-time	CONSTRUCTION COORD	3.00
1 Full-time	PROJ BUDGET ANALYST	1.00
2 Full-time	PROJ MANAGER	2.00
3 Full-time	PUBLIC WORKS INSPECTOR	3.00
2 Full-time	PUBLIC WORKS PROJ COORD	2.00
2 Full-time	RIGHT-OF-WAY AGENT	2.00
1 Part-time	SECRETARY	0.75
14 Full-time	SR PROJ MANAGER	14.00
1 Full-time	SR RIGHT-OF-WAY AGENT	1.00
Total Program FTE		33.75

Prior Year Highlights

Prior Year Highlights for City programs are currently being finalized by the staff and will be included in the adopted FY 2004/05 budget.

Program Description

The Asset Management program is responsible for the acquisition and disposal of all real property rights for City use, and manages the City's real property leases.

Trends

In response to current economic conditions, there will be a continued emphasis on maximizing the use of City property to create revenue and/or services to the community.

Program Broad Goals

- Maintain and continue to enhance the City's Real Property Management System.
- Acquire property and Right-of-Way (ROW) in a cost-effective and least disruptive method.
- Sell surplus real property as market opportunities arise.

Program 2004/05 Objectives

- Develop license/lease agreements for City property that serves City needs.
- Sell surplus property as market opportunities arise.
- Maintain real property system.

Program Provided in Partnership With

Community Services, Water Resources, Transportation, Economic Vitality, Planning and Development Services, Financial Services, WestWorld

Program Customers

City departments, annual volume varies

City Council's Broad Goal(s)

Fiscal and Resource Management

Basic Equipment

Personal computers, 10 key calculators, phones

Special Equipment

Contractual services, consultants, software, vehicles

Resources by Type				
	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
General Fund Support	\$164,464	\$201,673	\$201,673	\$193,745
Total Program Revenues	\$164,464	\$201,673	\$201,673	\$193,745
Expenditures by Type				
	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
Personal Services	\$146,206	\$182,898	\$182,898	\$172,194
Contractual Services	17,219	16,375	16,375	19,151
Commodities	1,039	2,400	2,400	2,400
Total Program Budget	\$164,464	\$201,673	\$201,673	\$193,745

ASSET MANAGEMENT

Municipal Services Department

Performance Measures

Program/Service Outputs: (goods, services, units produced)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
# of lease/licenses agreements developed	16 agreements	30 agreements	20 agreements	20 agreements

Program/Service Outcomes: (based on program objectives)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
% of leases/licenses for use of City property that generate revenue or provide services to Scottsdale citizens	100%	100%	100%	100%

Program Staffing

1 Full-time	ASSET MANAGEMENT COORD	1.00
1 Full-time	ASSET MANAGEMENT SPECIALIST	1.00
Total Program FTE		2.00

Prior Year Highlights

Prior Year Highlights for City programs are currently being finalized by the staff and will be included in the adopted FY 2004/05 budget.

SOLID WASTE MANAGEMENT ADMINISTRATIVE SERVICES

Municipal Services Department

Program Description

The Solid Waste Management Administrative Services program provides all administrative support to the divisions and direct refuse service to 73,000 residential customers and 1,400 commercial and roll-off customers. The program provides information, service requests, handles issues and complaints as the main point of contact for the program. Represents the City in meetings with other valley cities, i.e. ADEQ, Maricopa County, MAG, League of Cities and Towns, etc.

Trends

More and more customers are utilizing on-line service forms; we expect this trend to continue and increase.

Program Broad Goals

Provide effective and responsive leadership that ensures the delivery of safe, efficient and environmentally sound solid waste services to the community.

Assure all services are provided in compliance with County, State and Federal regulations.

Provide customer services in a timely, professional and efficient manner to division customers.

Program 2004/05 Objectives

Work with Salt River Landfill staff to extend current contract for land filling, recyclables processing and transfer hauling.

Help preserve and protect Scottsdale neighborhoods through the use of environmentally friendly programs and technology.

Develop and implement a program to measure customer satisfaction on a random basis.

Program Provided in Partnership With

Residential Refuse Collection, Container Repair Program, Transfer Station Operations, Commercial Refuse Collection, Water Resources, Code Enforcement, City Attorney - Civil, City Manager, CAPA, City Cable, Intergovernmental Relations, Emergency Services, Municipal Services Administration, Environmental Quality Advisory Board

Program Customers

73,000 Residential Customers, 1,400 commercial and roll-off customers, all other solid waste programs, and all City facilities

City Council's Broad Goal(s)

Neighborhoods

Basic Equipment

ACD telephone system, Motorola 900 MHz two-way radios, personal computers

Special Equipment

SWM Weight Tracking System/Scale Program (WINVRS), SW Information Systems (new container tracking), SmartStream, Fleet GPS Vehicle Tracking System, Community Contact System, LIS, Community Development System (CDS), PEP (Utility Billing)

Resources by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
Enterprise Fund Program				
User Fees/Charges/Support	\$365,175	\$375,496	\$375,496	\$414,509
Total Program Revenues	\$365,175	\$375,496	\$375,496	\$414,509

Expenditures by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
Personal Services	\$262,743	\$282,132	\$282,132	\$294,090
Contractual Services	97,473	88,614	88,614	112,244
Commodities	4,959	4,750	4,750	8,175
Total Program Budget	\$365,175	\$375,496	\$375,496	\$414,509

SOLID WASTE MANAGEMENT ADMINISTRATIVE SERVICES

Municipal Services Department

Performance Measures

Program/Service Outputs: (goods, services, units produced)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
# of customer calls answered	64,931	68,057	67,000	68,462

Program/Service Outcomes: (based on program objectives)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
% of customer calls answered within four rings	100%	100%	100%	100%

Program Staffing

3 Full-time	CITIZEN SERVICES REP	3.00
1 Full-time	MUNICIPAL SVS OFFICE COORD	1.00
1 Full-time	SOLID WASTE DIRECTOR	1.00
Total Program FTE		5.00

Prior Year Highlights

Prior Year Highlights for City programs are currently being finalized by the staff and will be included in the adopted FY 2004/05 budget.

RESIDENTIAL REFUSE COLLECTION

Municipal Services Department

Program Description

The Residential Refuse Collection program provides fundamental residential refuse, recycling and brush & bulk item collections for Scottsdale citizens.

Trends

The rapid growth of single-family residential development in Scottsdale has slowed over the past few years. Staff is projecting an average of just under 1,300 new customers each year for the five-year period beginning fiscal year 2003/04. Growth to the single-family residential customer base, even at a slower rate, will continue to improve collection efficiency from a demographic standpoint. Scottsdale has the lowest density of residential customers per square mile of any major city in the valley at 372. Higher customer density translates to less travel time driving from stop-to-stop and more productive time servicing customers.

Program Broad Goals

Provide residential collection services to projected 1,300 new single-family homes with no additional equipment or employees.

Evaluate the impact of utilizing GPS and automated routing technology on collection efficiency and costs via a pilot program.

Collaborate with staff at Salt River Landfill to develop and adopt a formal green waste recovery program that diverts a minimum of 40% of the bulk and brush materials collected from residential homes with no major operational or fiscal impact on service.

Program 2004/05 Objectives

Promote safe and sanitary living conditions in Scottsdale neighborhoods through the delivery of quality residential solid waste collection services in an efficient, responsive and professional manner.

Manage program resources in an efficient, accountable manner in order to maintain user fees at the lowest possible level with no decrease in service levels.

Maintain a workplace environment where all staff take ownership for providing superior customer service that meets or exceeds customer expectations.

Program Provided in Partnership With

Communications & Public Affairs, City Cable, Financial Services, Information Systems, Municipal Services, Neighborhood Services, Code Enforcement, Human Resources, Plan Review & Permit Services

Program Customers

Scottsdale citizens who live in single-family residential housing units

City Council's Broad Goal(s)

Neighborhoods

Basic Equipment

Work uniforms, safety shoes, safety glasses, gloves, arm gauntlets, brooms, rakes, shovels, pitchforks, printed literature, City maps and route maps, telephones, cell phone, pager, personal computers

Special Equipment

Automated Residential Sideloader Collection Vehicles, Rear-loader Collection Vehicles, Kubota (front-loading machine to pick up large brush piles more efficiently), Pick-up Trucks, 900 MgHZ Two-way Radios, 90 and 300 Gallon Refuse Containers, 90 Gallon Recycling Containers, Landfill Services Contract, Recyclables Processing Contract, Transfer Station, Land Information System, Customer Information System, City Internet Site, Commercial Drivers License required for operators

Resources by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
Enterprise Fund Program				
User Fees/Charges/Support	\$7,942,482	\$8,577,134	\$8,584,458	\$8,764,419
Total Program Revenues	\$7,942,482	\$8,577,134	\$8,584,458	\$8,764,419

Expenditures by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
Personal Services	\$2,628,873	\$3,017,156	\$3,017,156	\$3,083,651
Contractual Services	5,253,977	5,511,911	5,513,111	5,567,319
Commodities	52,101	48,067	48,143	43,449
Capital Outlays	7,530	-	6,048	70,000
Total Program Budget	\$7,942,482	\$8,577,134	\$8,584,458	\$8,764,419

RESIDENTIAL REFUSE COLLECTION

Municipal Services Department

Performance Measures

Program/Service Outputs: (goods, services, units produced)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
# of homes served per month	70,546	72,166	73,716	75,216
# of single-family residential homes collected twice-weekly per employee	2,822	2,830	2,835	2,893

Program/Service Outcomes: (based on program objectives)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
Achieve a 95% or above approval rating for residential refuse collection and a 90% or above approval rating for residential recycling collection in the annual citizen survey	95% / 90%	95% / 90%	95% / 90%	95% / 90%

Program Staffing

11 Full-time	EQUIPMENT OPER I	11.00
3 Part-time	EQUIPMENT OPER I	2.25
10 Full-time	EQUIPMENT OPER II	10.00
28 Full-time	EQUIPMENT OPER III	28.00
3 Full-time	SOLID WASTE PROGRAM REP	3.00
4 Full-time	SOLID WASTE SERVICES COORD	4.00
1 Full-time	SOLID WASTE SYSTEMS COORD	1.00
Total Program FTE		59.25

Prior Year Highlights

Prior Year Highlights for City programs are currently being finalized by the staff and will be included in the adopted FY 2004/05 budget.

CONTAINER REPAIR PROGRAM

Municipal Services Department

Program Description

The Container Repair program provides residential and commercial programs with maintenance and repair of all City owned trash, recycling and roll-off containers to assure acceptable appearance and sanitary conditions of the receptacles. It is also responsible for delivery of new and replacement containers to new and existing customers.

Trends

Growth trend from southern Scottsdale to far north boundaries expands need for organization of the transfer station maintenance and storage facility.

The responsibilities to maintain inventories, repairs, equipment, data collection of multiple locations indicates the need for a specific lead person.

Program Broad Goals

Provide timely, effective container repair services to the community to promote safe and sanitary living conditions in Scottsdale.

Maintain a workplace environment where all staff takes ownership for providing superior customer service that meets or exceeds customer expectations.

Program 2004/05 Objectives

Respond to container repair requests within two working days.

Complete improvements to the transfer station to enable container repair maintenance to improve services to the northern areas of the City.

Modify and improve daily, monthly and annual productivity data collection methods and reports.

Program Provided in Partnership With

All Solid Waste programs, Fleet Maintenance & Operations, Risk Management

Program Customers

All Solid Waste programs, commercial businesses, residential homeowners, City facilities

City Council's Broad Goal(s)

Neighborhoods

Basic Equipment

Work uniforms, safety shoes, safety glasses, gloves, personal computers

Special Equipment

Lift gate delivery trucks, shovels, rakes, brooms, absorbal, pick-up trucks, 900 MgHZ two-way radios, transfer station facility

Resources by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
Enterprise Fund Program				
User Fees/Charges/Support	\$478,086	\$329,735	\$358,697	\$344,552
Total Program Revenues	\$478,086	\$329,735	\$358,697	\$344,552

Expenditures by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
Personal Services	\$225,365	\$99,025	\$99,025	\$101,196
Contractual Services	43,425	47,108	47,108	44,504
Commodities	209,296	183,602	212,564	198,852
Total Program Budget	\$478,086	\$329,735	\$358,697	\$344,552

CONTAINER REPAIR PROGRAM

Municipal Services Department

Performance Measures

Program/Service Outputs: (goods, services, units produced)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
Annual # of service requests processed	1,857	1,350	1,150	1,300

Program/Service Outcomes: (based on program objectives)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
% of service requests responded to within one week	100%	100%	100%	100%

Program Staffing

2 Full-time	CONTAINER REPAIRER	2.00
Total Program FTE		2.00

Prior Year Highlights

Prior Year Highlights for City programs are currently being finalized by the staff and will be included in the adopted FY 2004/05 budget.

TRANSFER STATION OPERATIONS

Municipal Services Department

Program Description

The Transfer Station Operations program provides a central location for dropping off/transferring solid waster to the landfill.

Trends

Identifying major maintenance items, such as flooring replacement and crane repairs that need to be accomplished without interfering with transfer operations.

Program Broad Goals

Provide efficient transferring of residential and commercial material. Help to reduce vehicle emissions by eliminating multiple vehicle travel to the landfill.

Manage program resources in an efficient, accountable manner in order to maintain transferring costs at the lowest possible level with no decrease in service.

Program 2004/05 Objectives

Continue to transfer 50% or more of solid waste collection programs materials.

Absorb increased workload due to residential growth without increasing overtime.

Conduct customer satisfaction survey with residential and commercial customers.

Program Provided in Partnership With

All Solid Waste programs, Fleet Maintenance & Operations, Information Systems, Risk Management, Water Distribution

Program Customers

All Solid Waste Management programs

City Council's Broad Goal(s)

Neighborhoods

Basic Equipment

Work uniforms, safety shoes, safety glasses, gloves, personal computers

Special Equipment

Pedestal Grappler Crane, 950 Front Loader, Lot Sweeper, Trailer Tug, Pick-up Truck, 900 MgHZ Two-way Radios, Portable Power Sprayer, Heavy Equipment Scales, SWM Weight Tracking Program/Scale Program (WINVRS), Machinery Maintenance Tools

Resources by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
Enterprise Fund Program				
User Fees/Charges/Support	\$225,538	\$268,800	\$268,800	\$262,378
Total Program Revenues	\$225,538	\$268,800	\$268,800	\$262,378

Expenditures by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
Personal Services	\$155,855	\$189,615	\$189,615	\$191,229
Contractual Services	60,590	68,872	68,872	61,316
Commodities	9,093	10,313	10,313	9,833
Total Program Budget	\$225,538	\$268,800	\$268,800	\$262,378

TRANSFER STATION OPERATIONS

Municipal Services Department

Performance Measures

Program/Service Outputs: (goods, services, units produced)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
# of days operational City	259	260	260	260

Program/Service Outcomes: (based on program objectives)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
% of refuse and recycling processed and removed from facility daily.	100%	100%	100%	100%
% of total annual material collected that is transferred.	54%	55%	56%	56%

Program Staffing

3 Full-time EQUIPMENT OPER III	3.00
Total Program FTE	3.00

Prior Year Highlights

Prior Year Highlights for City programs are currently being finalized by the staff and will be included in the adopted FY 2004/05 budget.

COMMERCIAL REFUSE COLLECTION

Municipal Services Department

Program Description

The Commercial Refuse Collection program provides commercial refuse collection service to business establishments and multi-family housing developments, and provides roll-off construction container service to builders, businesses and homeowners in need of containers for larger hauling and disposal requirements.

Trends

Commercial recycling pilot program trend indicates need to expand customer base in order to provide desired services.

Program Broad Goals

Promote safe and sanitary living conditions in Scottsdale neighborhoods and business districts through the delivery of quality commercial and roll-off solid waste collection services in an efficient, responsive and professional manner.

Manage program resources in an efficient, accountable manner in order to maintain user fees at the lowest possible level with no decrease in service levels.

Create a workplace environment where all staff takes ownership for providing superior customer service that meets or exceeds customer expectations.

Program 2004/05 Objectives

Actively pursue recycling possibilities for existing and potential customers.

Maintain productivity rate for tons per man at 475 or above per month.

Divert 5% green waste from roll-off program.

Program Provided in Partnership With

Communications & Public Affairs, City Cable, Risk Management, Municipal Services Administration, Neighborhood Services, Code Enforcement, Plan Review & Permit Services

Program Customers

Scottsdale business owners, commercial and residential builders, landscapers and residential homeowners and all City facilities

City Council's Broad Goal(s)

Neighborhoods

Basic Equipment

Work Uniforms, Safety Shoes, Safety Glasses, Gloves, Clean out Hoes, Printed Literature (brochures, business cards, notices), Route books, City maps, personal computers

Special Equipment

Commercial Front Load Collection Vehicles, Roll-off Collection Vehicles, Pick-up Trucks, 900 Mhz Two-way Radios, 2, 4, 5, 6 and 8 yard Refuse Containers, 20, 30 and 40 yard Roll-off Containers, Landfill Service Contract, Transfer Station, Land Information System, Customer Information System, City Internet Site, Commercial Drivers License, Utility Billing Service

Resources by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
Enterprise Fund Program				
User Fees/Charges/Support	\$2,257,675	\$2,384,965	\$2,384,965	\$2,407,992
Total Program Revenues	\$2,257,675	\$2,384,965	\$2,384,965	\$2,407,992

Expenditures by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
Personal Services	\$636,954	\$626,576	\$626,576	\$617,011
Contractual Services	1,614,217	1,750,391	1,750,391	1,783,049
Commodities	6,504	7,998	7,998	7,932
Total Program Budget	\$2,257,675	\$2,384,965	\$2,384,965	\$2,407,992

COMMERCIAL REFUSE COLLECTION

Municipal Services Department

Performance Measures

Program/Service Outputs: (goods, services, units produced)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
Monthly tons collected per employee	495	495	495	495

Program/Service Outcomes: (based on program objectives)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
% of routes completed on a weekly basis.	100%	100%	100%	100%

Program Staffing

9 Full-time	EQUIPMENT OPER III	9.00
1 Full-time	SOLID WASTE SERVICES COORD	1.00
Total Program FTE		10.00

Prior Year Highlights

Prior Year Highlights for City programs are currently being finalized by the staff and will be included in the adopted FY 2004/05 budget.

Program Description

The Field Services Administration program responds to public inquiries, determines equipment and material needs, prepares and monitors program budget, establishes maintenance standards, provides community outreach for program activities, processes all program's purchase requests, pays all division bills, administrative liaison for field personnel.

Trends

Citizen service requests increasing annually.
Increased data entry for automated work management system.

Program Broad Goals

Provide essential communications functions for the citizens and employees of Field Services.
Provide purchase requisition functions and budget record keeping functions for the division.
Provide administrative and front office support for seven maintenance sections.

Program 2004/05 Objectives

Perform random call-backs to check citizen satisfaction with the program's service.
Maintain up to date budget status reports.
Keep customers informed of any unusual circumstances involving work requested.

Program Provided in Partnership With

Risk Management, Traffic Engineering, Transportation Capital Planning/Evaluation, Field Services Admin, Capital Project Management, Street Signs & Markings, Street Cleaning, Citizen & Neighborhood Admin, Customer Service & Communications, Appl. Dev., Integration, Mgmt & Support, Fleet Maintenance & Operations, Communications & Public Affairs; Purchasing, Police, Emergency Services, Planning and Development Services

Program Customers

Field Services program

City Council's Broad Goal(s)

Transportation

Basic Equipment

Personal computers, Microsoft Office Suite, 10-key calculators, two-way radios

Special Equipment

None

Resources by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
Special Revenue Fund Support	\$243,933	\$243,750	\$243,750	\$243,871
Total Program Revenues	\$243,933	\$243,750	\$243,750	\$243,871

Expenditures by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
Personal Services	\$139,866	\$145,282	\$145,282	\$149,939
Contractual Services	82,378	77,192	77,192	79,536
Commodities	21,689	21,276	21,276	14,396
Total Program Budget	\$243,933	\$243,750	\$243,750	\$243,871

Performance Measures

Program/Service Outputs: (goods, services, units produced)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
% of increases in # of service requests per year	3 %	15%	45%	13%
Data entry requirements for automated work management system will increase work load - hours required for data entry	360	414	600	675

Program/Service Outcomes: (based on program objectives)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
Perform a minimum of 100 citizen satisfaction surveys for Field Services Division	n/a	100	100	100
Process all invoices and purchase requisitions within two working days of receipt	1.5	2	2	2

Program Staffing

1 Full-time	CITIZEN SERVICES REP	1.00
1 Full-time	FIELD SERVICES MANAGER	1.00
Total Program FTE		2.00

Prior Year Highlights

Prior Year Highlights for City programs are currently being finalized by the staff and will be included in the adopted FY 2004/05 budget.

EMERGENCY RESPONSE TEAM

Municipal Services Department

Program Description

The Emergency Response Team program provides after-hours emergency response by non-uniformed City employees. Employees respond to emergencies such as storms, accidents, knocked down stop signs, large potholes, etc.

Trends

Damage to city owned facilities cause by traffic-related accidents continues to increase. These accidents generate after hour emergency calls to secure or repair the damaged equipment, and to clean up debris from accidents. The continuing drought has kept storm-related emergency responses to a moderate level.

Program Broad Goals

Provide rapid response to emergencies Citywide in support of the Police Department and Emergency Services.

Conduct training exercises and planning to improve response to major emergencies.

Maintain an inventory of materials and equipment to facilitate the effective response to any emergency.

Program 2004/05 Objectives

Arrive at the scene of an emergency within one hour of being paged by the Police Dept.

Insure that a well-organized, pre-planned system is in place to respond to large-scale emergencies.

Each team member will receive four hours of emergency response training annually.

A stockpile of emergency equipment and materials will be maintained at all times.

Program Provided in Partnership With

Risk Management, Traffic Engineering, Transportation Capital Planning/Evaluation, Field Services Admin, Capital Project Management, Street Signs & Markings, Street Cleaning, Citizen & Neighborhood Admin, Customer Service & Communications, Appl. Dev., Integration, Mgmt & Support, Fleet Maintenance & Operations, Communications & Public Affairs; Purchasing, Police, Emergency Services, Planning and Development Services

Program Customers

Scottsdale citizens and Police

City Council's Broad Goal(s)

Transportation

Basic Equipment

Emergency Response truck, Emergency Response trailer, uniforms, safety shoes, safety glasses, portable stop signs

Special Equipment

Chainsaws, winch, barricades, signs, etc.

Resources by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
Special Revenue Fund Support	-	\$51,898	\$51,898	\$54,038
Total Program Revenues	-	\$51,898	\$51,898	\$54,038

Expenditures by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
Personal Services	-	\$48,498	\$48,498	\$50,438
Commodities	-	3,400	3,400	3,600
Total Program Budget	-	\$51,898	\$51,898	\$54,038

Performance Measures

Program/Service Outputs: (goods, services, units produced)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
Insure that at least 15 highly trained employees participate in the emergency on-call program at any given time	14	15	15	15

Program/Service Outcomes: (based on program objectives)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
Respond to emergencies within 1 hour of notification	0.9 Hr.	0.8 Hr.	1 Hr.	1Hr.

Program Staffing

No specific staff positions or FTE's are assigned to this program.

Prior Year Highlights

Prior Year Highlights for City programs are currently being finalized by the staff and will be included in the adopted FY 2004/05 budget.

TRAFFIC SIGNALS

Municipal Services Department

Program Description

The Traffic Signal program maintains and repairs traffic signals and street lights. The program also constructs and modifies traffic signals. The traffic signal section maintains an on-call program for prompt repair of traffic signals after work hours.

Trends

The city has several traffic signals over 40 years old and 38 traffic signals over 30 years old. The electrical conductors in traffic signals of this age have started to deteriorate. The section has seen a significant increase in the number of traffic signals requiring replacement of the underground wiring. Traffic signal equipment damaged by errant drivers continues to increase at a rapid rate. Street light poles placed in turf areas of McCormick Ranch and Gainey Ranch are showing accelerated deterioration from rust due to excessive watering.

Program Broad Goals

Perform preventive maintenance on each traffic signal three times per year.

Maintain a 100% reliability rate for the City's traffic signals.

Make repairs on all City maintained streetlights within three working days of notification.

Program 2004/05 Objectives

Perform preventive maintenance, repairs, and inspection of the City's 268 traffic signals.

Provide 24/7 emergency responses to traffic signal trouble calls.

Install uninterruptible power supplies at critical intersections.

Program Provided in Partnership With

Risk Management, Traffic Engineering, Transportation Capital Planning/Evaluation, Field Services Admin, Capital Project Management, Street Signs & Markings, Street Cleaning, Citizen & Neighborhood Admin, Customer Service & Communications, Appl. Dev., Integration, Mgmt & Support, Fleet Maintenance & Operations, Communications & Public Affairs; Purchasing, Police, Emergency Services, Planning and Development Services

Program Customers

All motorists, pedestrians, bicyclists

City Council's Broad Goal(s)

Transportation

Basic Equipment

Aerial bucket trucks, pickup trucks, crane/ auger truck, dump truck, concrete saw trencher/backhoe, uniforms, safety shoes, safety glasses

Special Equipment

Front-end loader, HydroVac truck

Resources by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
Special Revenue Fund Support	\$2,364,627	\$2,222,323	\$2,238,782	\$2,270,014
Total Program Revenues	\$2,364,627	\$2,222,323	\$2,238,782	\$2,270,014

Expenditures by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
Personal Services	\$889,039	\$956,153	\$956,153	\$1,012,965
Contractual Services	1,104,455	1,106,380	1,106,380	1,094,659
Commodities	371,011	159,790	176,249	162,390
Capital Outlays	122	-	-	-
Total Program Budget	\$2,364,627	\$2,222,323	\$2,238,782	\$2,270,014

TRAFFIC SIGNALS

Municipal Services Department

Performance Measures

Program/Service Outputs: (goods, services, units produced)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
# of preventive maintenances performed per year on each traffic signal	3	3	3	3
Inspect city street lights 4 times per year	4	4	2	1

Program/Service Outcomes: (based on program objectives)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
Maintain 100 % operation of traffic signals	99.99%	99.995%	99.99%	100%
Repair city owned street lights within 3 working days	2.9	3	3.1	3

Program Staffing

1 Full-time	FIELD SERVICES MANAGER	1.00
1 Full-time	MAINT TECH I - FIELD SERVICES	1.00
3 Full-time	TRAFFIC SIGNAL ELEC TECH	3.00
6 Full-time	TRAFFIC SIGNAL TECH I	6.00
2 Full-time	TRAFFIC SIGNAL TECH II	2.00
1 Full-time	TRAFFIC SIGNALS SUPERVISOR	1.00
Total Program FTE		14.00

Prior Year Highlights

Prior Year Highlights for City programs are currently being finalized by the staff and will be included in the adopted FY 2004/05 budget.

STREET SIGNS AND MARKINGS

Municipal Services Department

Program Description

The Street Signs and Markings program maintains, repairs and routinely inspects the City's traffic signs and roadway markings.

Trends

More signs are being damaged by motorists than previous years. An aging inventory of signs installed during the boom years of early the 1990's are now requiring replacement, thus increasing sign fabrication work load.

Program Broad Goals

Maintain, repair and install traffic control and street name signs on public roadways. Inspect all traffic signs annually to insure compliance with federal regulations.

Fabricate signs for new installations requested by the Traffic Engineering division.

Maintain the City's roadway striping, pavement messages, crosswalks, and parking stalls.

Program 2004/05 Objectives

Perform sign maintenance on 12,000 signs annually.

Re-mark all roadway striping, crosswalks, and messages at least once per year.

Fabricate 7,500 traffic signs annually.

Program Provided in Partnership With

Risk Management, Traffic Engineering, Transportation Capital Planning/Evaluation, Field Services Admin, Capital Project Management, Street Signs & Markings, Street Cleaning, Citizen & Neighborhood Admin, Customer Service & Communications, Appl. Dev., Integration, Mgmt & Support, Fleet Maintenance & Operations, Communications & Public Affairs; Purchasing, Police, Emergency Services, Planning and Development Services

Program Customers

All motorists, pedestrians, bicyclists

City Council's Broad Goal(s)

Transportation

Basic Equipment

Sign Trucks, Flatbed truck, Airless Roadway Striping machine, uniforms, safety shoes, safety glasses

Special Equipment

Walk behind striper, thermal plastic applicator, computerized sign fabrication equipment

Resources by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
Special Revenue Fund Support	\$944,356	\$947,154	\$957,826	\$964,219
Total Program Revenues	\$944,356	\$947,154	\$957,826	\$964,219

Expenditures by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
Personal Services	\$474,413	\$495,024	\$495,024	\$500,826
Contractual Services	181,723	189,590	189,590	194,143
Commodities	288,220	262,540	273,212	269,250
Total Program Budget	\$944,356	\$947,154	\$957,826	\$964,219

STREET SIGNS AND MARKINGS

Municipal Services Department

Performance Measures

Program/Service Outputs: (goods, services, units produced)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
# of signs maintained or repaired	12,890	13,320	13,700	14,000
Re-mark 1,490 striping lane miles annually	1260	1308	1360	1490

Program/Service Outcomes: (based on program objectives)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
Re-mark 100 % of the city's pavement markings annually	85%	88%	93%	100%
Inspect 100 % of the city's signs annually	94%	98%	40%	100%

Program Staffing

2 Full-time	MAINT TECH I - FIELD SERVICES	2.00
6 Full-time	MAINT WORKER II - FIELD SERVICES	6.00
1 Full-time	MAINTENANCE COORD	1.00
Total Program FTE		9.00

Prior Year Highlights

Prior Year Highlights for City programs are currently being finalized by the staff and will be included in the adopted FY 2004/05 budget.

STREET CLEANING

Municipal Services Department

Program Description

The Street Cleaning program cleans City streets and multi-use paths. Street sweeping is a specified best management practice required under the City's Federal Water Quality permit. This program protects the environment by reducing PM-10 particulate emissions and pollutants entering storm sewer street inlets.

Trends

PM-10 regulations are anticipated to require 100% of sweepers to be certified.

Costs for certified sweepers are increasing.

Program Broad Goals

Protect neighborhood air quality through a frequent City street sweeping schedule.

Support EPA dust abatement regulations through the use of PM-10 certified street sweepers.

Support EPA storm water pollutant discharge elimination regulations through a frequent commercial street sweeping schedule.

Program 2004/05 Objectives

Sweep residential streets 18 times per year.

Replace street sweepers as scheduled with PM-10 compliant models.

Sweep commercial streets weekly and downtown streets 3 times a week.

Program Provided in Partnership With

Special Event/Off Duty Coordination, Risk Management, Grounds and Landscape Maintenance, Field Services Admin, Appl. Dev., Integration, Mgmt & Support, Fleet Maintenance & Operations

Program Customers

Scottsdale citizens, WestWorld Operations, Special Event/Off Duty Coordination, Risk Management, Parks, Rec & Fac. - Support Services, Street Overlays & Maintenance

City Council's Broad Goal(s)

Neighborhoods

Basic Equipment

Chassis mounted street sweeper (Tymco 600, Elgin Broom Bear), Compact combination sweeper (Tennant 355 3-wheel), 3/4 ton pickup with flatbed trailer, personal protective equipment (eye, ear, gloves, safety shoes), hand tools (wrenches, etc.), personal computers, Microsoft Office Suite, MS Access

Special Equipment

Cab mounted GPS modem w/ antenna, desktop printers, MS Access

Resources by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
Special Revenue Fund Support	\$866,097	\$862,492	\$862,492	\$853,944
Total Program Revenues	\$866,097	\$862,492	\$862,492	\$853,944

Expenditures by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
Personal Services	\$485,200	\$517,912	\$517,912	\$509,748
Contractual Services	380,556	344,280	344,280	343,896
Commodities	341	300	300	300
Total Program Budget	\$866,097	\$862,492	\$862,492	\$853,944

STREET CLEANING

Municipal Services Department

Performance Measures

Program/Service Outputs: (goods, services, units produced)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
Sweep 100% of residential streets 18 times per year	94%	93%	100%	100%
Sweep 100% of commercial streets weekly	100%	100%	100%	100%

Program/Service Outcomes: (based on program objectives)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
PM-10 regulations are anticipated to require 100% of fleets to be certified street sweepers. % of certified street sweepers	71%	71%	100%	100%

Program Staffing

1 Full-time	EQUIP OPER II - FIELD SERVICES	1.00
1 Full-time	MAINTENANCE COORD	1.00
7 Full-time	MOTOR SWEEPER OPER	7.00
Total Program FTE		9.00

Prior Year Highlights

Prior Year Highlights for City programs are currently being finalized by the staff and will be included in the adopted FY 2004/05 budget.

STREET OVERLAYS AND MAINTENANCE

Municipal Services Department

Program Description

The Street Overlays and Maintenance program protects and maintains the expected service life of street paving and concrete curbs and sidewalks.

Trends

Newly constructed roads in past 20 years are coming due for maintenance. Citizens' preference for rubberized asphalt due to its traffic noise reduction properties will increase the preventative treatment budget.

Increased oil costs combined with tight budget constraints will inhibit efforts to meet current treatment goals.

Program Broad Goals

Wherever possible, use street overlay materials that reduce traffic noise in surrounding neighborhoods.

Minimize roadways hazards by quickly responding to City street repair issues.

Program 2004/05 Objectives

Expend a minimum of 50% of treatment budget on rubberized asphalt.

Respond to 95% of pothole repair requests within two working days.

Program Provided in Partnership With

Risk Management, Traffic Engineering, Transportation Capital Planning/Evaluation, Field Services Admin, Traffic Signals, Capital Project Management, Street Signs & Markings, Street Cleaning, Citizen & Neighborhood Admin, Customer Service & Communications, Appl. Dev., Integration, Mgmt & Support, Fleet Maintenance & Operations, Communications & Public Affairs, Purchasing

Program Customers

Scottsdale citizens, WestWorld Operations, Traffic Engineering, Transportation Capital Planning/Evaluation, Parks, Rec & Fac.- Support Services, Water & Wastewater Operations, Traffic Signals, Capital Project Management

City Council's Broad Goal(s)

Transportation

Basic Equipment

Chassis mounted asphalt patch w/ Whacker compaction roller & air breaker, 1.5 ton flatbed truck, 3/4 ton pickup w/ lift gate & planer, 1/2 ton pickup, personal protective equipment (eye, ear, gloves, safety shoes), hand tools (asphalt rake, shovel, etc.), personal computers, Microsoft Office Suite

Special Equipment

Cab mounted GPS modem w/ antennae, Heavy duty laptop computer w/cab mount, MS Access, Arc View GIS, desktop printers, plotter, Win2data 2000, Adobe Acrobat, digital camera

Resources by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
Special Revenue Fund Support	\$5,060,545	\$5,044,647	\$5,045,791	\$5,553,945
Total Program Revenues	\$5,060,545	\$5,044,647	\$5,045,791	\$5,553,945

Expenditures by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
Personal Services	\$357,616	\$391,744	\$391,744	\$394,728
Contractual Services	4,668,958	4,625,072	4,625,072	5,128,944
Commodities	29,980	27,831	27,831	30,273
Capital Outlays	3,991	-	1,144	-
Total Program Budget	\$5,060,545	\$5,044,647	\$5,045,791	\$5,553,945

STREET OVERLAYS AND MAINTENANCE

Municipal Services Department

Performance Measures

Program/Service Outputs: (goods, services, units produced)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
Provide preventative maintenance to a minimum of 10% of the pavement inventory annually	9.7%	13.9%	9.9%	10%
Respond to 95% of requests for pothole repair within 2 working days	95%	93%	95%	98%

Program/Service Outcomes: (based on program objectives)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
% of treatment budget expended on rubberized asphalt	73%	56%	55%	50%

Program Staffing

1 Full-time	CONTRACT COORD	1.00
5 Full-time	MAINT WORKER II - FIELD SERVICES	5.00
1 Full-time	PUBLIC WORKS INSPECTOR	1.00
1 Full-time	TECH COORD	1.00
Total Program FTE		8.00

Prior Year Highlights

Prior Year Highlights for City programs are currently being finalized by the staff and will be included in the adopted FY 2004/05 budget.

UNPAVED ROADS AND DRAINAGE SYSTEM MAINTENANCE

Municipal Services Department

Program Description

The Unpaved Roads and Drainage System Maintenance program grades unpaved roads, alleys and shoulders to maintain safe access for City service and emergency vehicles. Provides routine inspections and cleanings of City drainage systems in accordance with EPA and flood plain management requirements.

Trends

The City's NPDES permit currently requires annual inspection of outfalls into the Indian Bend Wash. The renewal permit may require annual inspection of all City drainage facilities.

Program Broad Goals

Comply with EPA dust abatement regulations through paving and use of dust palliatives on unimproved local streets.

Comply with EPA storm water pollutant discharge elimination regulations through drainage structure inspection and maintenance.

Program 2004/05 Objectives

Maintain dust-controlling surface on 100% of regulated surfaces.

Inspect 100% of outfalls into Indian Bend Wash.

Program Provided in Partnership With

Risk Management, Traffic Engineering, Transportation Capital Planning/Evaluation, Medians & Right of Way, Field Services Admin, Water & Wastewater Operations, Citizen & Neighborhood Admin, Customer Service & Communications, Asset Management, Fleet Maintenance & Operations, Code Enforcement Abatement, Emergency Response Team, Trails & Equestrian Services, Purchasing, Storm Water Operations

Program Customers

Scottsdale citizens, WestWorld Operations, Transportation Capital Planning/Evaluation, Medians & Right of Way, Field Services Admin, Asset Management, Trails & Equestrian Services, Water & Wastewater Operations

City Council's Broad Goal(s)

Transportation

Basic Equipment

Wheel loaders, motor graders, 12 yd dump trucks, tanker trucks, skid steer loader w/ trailer, tractor truck w/ side dump trailer & flatbed trailer, kick broom, 3/4 ton crew cab pickup, 3/4 ton pickup w/ bed mounted refueling tank, compact pickups, 3/4 ton pickup, personal protective equipment (eye, ear, gloves, safety shoes), hand tools (wrenches, etc.), personal computers, Microsoft Office Suite

Special Equipment

Skid steer mounted power rake & planer, 4-wheel drive farm tractor w/ disc, MS Access, printers

Resources by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
Special Revenue Fund Support	\$1,566,223	\$1,148,990	\$1,160,264	\$1,164,907
Total Program Revenues	\$1,566,223	\$1,148,990	\$1,160,264	\$1,164,907

Expenditures by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
Personal Services	\$543,345	\$590,927	\$590,927	\$594,532
Contractual Services	907,612	554,164	554,164	566,476
Commodities	19,799	3,899	3,899	3,899
Capital Outlays	95,467	-	11,274	-
Total Program Budget	\$1,566,223	\$1,148,990	\$1,160,264	\$1,164,907

UNPAVED ROADS AND DRAINAGE SYSTEM MAINTENANCE

Municipal Services Department

Performance Measures

Program/Service Outputs: (goods, services, units produced)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
Maintain dust controlling surface on 100% of unpaved lots and roads over 130 vehicles per day	100%	100%	100%	100%
# of drainage facilities inspected	5,544	6,608	5,300	5,300

Program/Service Outcomes: (based on program objectives)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
% of outfalls into Indian Bend Wash inspected or cleaned	100%	100%	100%	100%

Program Staffing

7 Full-time	EQUIP OPER III - FIELD SERVICES	7.00
1 Full-time	MAINT WORKER II - FIELD SERVICES	1.00
1 Full-time	MAINT WORKER II - FIELD SERVICES	1.00
1 Full-time	MAINTENANCE COORD	1.00
Total Program FTE		10.00

Prior Year Highlights

Prior Year Highlights for City programs are currently being finalized by the staff and will be included in the adopted FY 2004/05 budget.

FLEET MANAGEMENT ADMINISTRATION

Municipal Services Department

Program Description

The Fleet Management Administration program provides general supervision to all sections; prepares the Fleet operating and CIP budgets, monitors division's overtime and monthly expenditures, prepares 10-year fleet forecast and rates, and processes division's purchase requests.

Trends

The economic downturn has caused Fleet to explore ways to reduce costs to our customers while continuing to provide the same level of service, with fewer employees.

Program Broad Goals

Provide administrative support and management for fleet operations to ensure cost effective maintenance and repair of City owned vehicles and equipment.

Maintain a sufficient fleet reserve fund balance to ensure funding is available for acquisition of replacement vehicles.

Program 2004/05 Objectives

Develop a Fleet Rate structure capturing actual cost per repair.

Provide staff with appropriate training hours; minimum 40 hours per year, per employee.

Program Provided in Partnership With

Purchasing, Budget, Information Systems, Human Resources, City Attorney's Office, Municipal Services Administration

Program Customers

Accounting & Budget, Risk, IS, Fleet Maintenance & Operations, Fleet Parts Supply

City Council's Broad Goal(s)

Fiscal and Resource Management

Basic Equipment

Personal computer, 10-key calculators, Microsoft office suite

Special Equipment

Fleet maintenance software, fuel monitoring and tracking software programs, *SmartStream* financial software

Resources by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
Internal Service Fund Charges/Support	\$613,417	\$596,744	\$606,744	\$554,943
Total Program Revenues	\$613,417	\$596,744	\$606,744	\$554,943

Expenditures by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
Personal Services	\$312,079	\$358,116	\$358,116	\$348,185
Contractual Services	231,942	212,528	212,528	162,277
Commodities	41,544	26,100	21,100	44,481
Capital Outlays	27,852	-	15,000	-
Total Program Budget	\$613,417	\$596,744	\$606,744	\$554,943

Performance Measures

Program/Service Outputs: (goods, services, units produced)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
Employee to Vehicle Equivalent ratio	21 46 employees	23 41 employees	23 41 employees	24 41 employees
Budget to Vehicle Equivalency	944 vehicles \$7,332	955 vehicles \$6,920	960 vehicles \$6,969	970 vehicles \$6,960

Program/Service Outcomes: (based on program objectives)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
Achieve 98% customer satisfaction on repair order surveys	96%	97%	97%	98%

Program Staffing

1 Full-time	CITIZEN SERVICES REP	1.00
1 Full-time	EQUIPMENT COORD	1.00
1 Full-time	FLEET COORD	1.00
1 Full-time	FLEET MANAGEMENT DIRECTOR	1.00
1 Full-time	FLEET SYSTEMS COORD	1.00
Total Program FTE		5.00

Prior Year Highlights

Prior Year Highlights for City programs are currently being finalized by the staff and will be included in the adopted FY 2004/05 budget.

FLEET MAINTENANCE & OPERATIONS

Municipal Services Department

Program Description

The Fleet Maintenance & Operations program performs preventative maintenance on approximately 968 City vehicles at scheduled intervals and on an as needed basis. Vehicle classes include pick-ups, vans, SUV's, compact trucks/vans, one-ton trucks, carts, backhoes, tractors, fire vehicles, graders, and sweepers. This program has two work shifts. Day shift mechanics work Monday through Saturday from 5:00 a.m. to 3:30 p.m. and night shift mechanics work Monday through Friday from 3:00 p.m. to 1:30 a.m.

Trends

Due to the economic impact, Fleet will keep vehicles/equipment longer requiring additional training on engine and transmission repair as well as increase emphasis on the Preventive Maintenance Program.

Program Broad Goals

Perform scheduled preventive maintenance services on all City owned vehicles in an effort to reduce unscheduled repairs.

Perform timely and cost effective unscheduled repairs either in-house or by outside vendor.

Program 2004/05 Objectives

Continue development of time standards for Standard Repair Jobs.

50% of staff to have two or more ASE Certifications.

Reduce tire costs by \$25,000.

Program Provided in Partnership With

Purchasing, Budget Office, Information Systems

Program Customers

Police, General Government, Financial Services, Transportation, Community Services, IS, Water Resources, Solid Waste, Field Services, Citizen & Neighborhood Resources, Planning & Development Services

City Council's Broad Goal(s)

Fiscal and Resource Management

Basic Equipment

Personal computer, Microsoft office suite, uniforms, safety shoes, safety glasses, mechanic and shop tools

Special Equipment

Fleet maintenance software. Bulk lube-dispensing system. Diagnostic equipment, tire machines, grinders, welders, refrigerant recycling machines, band saw, brake lathe, drill press, floor hoist

Resources by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
Internal Service Fund Charges/Support	\$3,896,871	\$4,150,687	\$4,140,687	\$4,358,479
Total Program Revenues	\$3,896,871	\$4,150,687	\$4,140,687	\$4,358,479

Expenditures by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
Personal Services	\$1,654,045	\$1,872,287	\$1,872,287	\$1,993,517
Contractual Services	446,428	415,250	415,250	499,532
Commodities	1,796,398	1,863,150	1,853,150	1,865,430
Total Program Budget	\$3,896,871	\$4,150,687	\$4,140,687	\$4,358,479

FLEET MAINTENANCE & OPERATIONS

Municipal Services Department

Performance Measures

Program/Service Outputs: (goods, services, units produced)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
% Direct/Indirect Labor hours	72%/28%	67%/33%	70%/30%	70%/30%

Program/Service Outcomes: (based on program objectives)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
Maintain 97% equipment availability and less than 15 vehicles down per day	95%	96%	96%	97%
Utilize 65% available labor hours for preventive maintenance and scheduled repairs found during preventive maintenance service	n/a	65%	65%	65%

Program Staffing

2 Full-time	EQUIPMENT MAINT CREW CHIEF	2.00
24 Full-time	EQUIPMENT MECHANIC II	24.00
4 Full-time	EQUIPMENT MECHANIC III	4.00
2 Full-time	EQUIPMENT SERVICES WORKER II	2.00
2 Full-time	EQUIPMENT SERVICES WRITER	2.00
1 Full-time	MAINTENANCE SUPERINTENDENT	1.00
Total Program FTE		35.00

Prior Year Highlights

Prior Year Highlights for City programs are currently being finalized by the staff and will be included in the adopted FY 2004/05 budget.

FLEET PARTS SUPPLY

Municipal Services Department

Program Description

The Fleet Parts Supply program purchases and supplies parts and accessories required to maintain and repair all City motor vehicles.

Trends

The impact of keeping vehicles/equipment longer will require Parts Supply to provide additional parts services with less staff.

Program Broad Goals

Maintain inventory of parts needed for scheduled preventive maintenance services and unscheduled repairs.

Negotiate buy backs and account credit arrangements with vendors to reduce and eliminate losses on obsolete and slow-turn parts.

Program 2004/05 Objectives

Ensure that parts inventory shrinkage is less than 1%.

Reach a demand fill rate of 70% or greater.

Program Provided in Partnership With

Purchasing, Budget Office, Information Systems

Program Customers

Fleet Maintenance & Operations

City Council's Broad Goal(s)

Fiscal and Resource Management

Basic Equipment

Personal computer, Microsoft office suite, uniforms, safety shoes, safety glasses

Special Equipment

SmartStream financial software

Resources by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
Internal Service Fund Charges/Support	\$272,319	\$289,821	\$289,821	\$311,685
Total Program Revenues	\$272,319	\$289,821	\$289,821	\$311,685

Expenditures by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
Personal Services	\$224,547	\$255,903	\$255,903	\$285,285
Contractual Services	30,748	17,918	17,918	10,400
Commodities	17,024	16,000	16,000	16,000
Total Program Budget	\$272,319	\$289,821	\$289,821	\$311,685

Performance Measures

Program/Service Outputs: (goods, services, units produced)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
% Parts of Work Order Cost	43%	43%	43%	43%
% Parts Available	94%	93%	93%	93%

Program/Service Outcomes: (based on program objectives)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
Inventory of parts to provide 90% or greater availability for scheduled preventive maintenance service	n/a	90%	90%	90%
Inventory of parts to provide 60% or greater availability for unscheduled maintenance and repair service	n/a	60%	60%	60%

Program Staffing

2 Full-time	EQUIPMENT PARTS SPECIALIST	2.00
1 Full-time	PARTS SUPERVISOR	1.00
2 Full-time	SR EQUIPMENT PARTS SPECIALIST	2.00
Total Program FTE		5.00

Prior Year Highlights

Prior Year Highlights for City programs are currently being finalized by the staff and will be included in the adopted FY 2004/05 budget.

FUEL

Municipal Services Department

Program Description

The Fuel program provides and manages the inventory of fuel for City vehicles at various locations throughout the City. The program also provides CNG for City vehicles and the general public.

Trends

Fuel prices have shown a steady increase in the past year over previous decreases. The current instability in the Middle East could significantly impact availability and cost of fuel.

Program Broad Goals

Ensure a sufficient supply of fuel is available for City owned vehicles at all City fueling facilities.

Provide low-cost outside accounts for fuel in remote areas of the City for departments providing emergency and critical City services to the general public.

Provide alternative fuel (CNG and Bio-diesel) for City vehicles and the general public in an effort to meet State alternative fuel vehicle compliance.

Program 2004/05 Objectives

Increase the use of alternative fuels by 10%.

Automate all of the City's fuel sites.

Program Provided in Partnership With

Purchasing, Budget Office, Information Systems

Program Customers

Police, General Government, Financial Services, Transportation, Community Services, IS, Water Resources, Solid Waste, Field Services, Citizen & Neighborhood Resources, Planning & Development Services

City Council's Broad Goal(s)

Fiscal and Resource Management

Basic Equipment

Personal computer, Microsoft office suite

Special Equipment

Fuel monitoring and tracking hardware/software programs

Resources by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
Internal Service Fund Charges/Support	\$1,326,937	\$1,355,050	\$1,355,050	\$1,585,242
Total Program Revenues	\$1,326,937	\$1,355,050	\$1,355,050	\$1,585,242

Expenditures by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
Personal Services	\$26,335	-	-	-
Contractual Services	10,973	14,550	14,550	3,732
Commodities	1,289,629	1,340,500	1,340,500	1,581,510
Total Program Budget	\$1,326,937	\$1,355,050	\$1,355,050	\$1,585,242

Performance Measures

Program/Service Outputs: (goods, services, units produced)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
Cost per gallon - Unleaded/Diesel	\$1.19/\$0.90	\$1.29/\$1.04	\$1.38/\$1.20	\$1.48/\$1.35

Program/Service Outcomes: (based on program objectives)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
% of alternative fuel vehicles	43%	48%	48%	50%

Program Staffing

No specific staff positions or FTE's are assigned to this program.

Prior Year Highlights

Prior Year Highlights for City programs are currently being finalized by the staff and will be included in the adopted FY 2004/05 budget.

VEHICLE ACQUISITION

Municipal Services Department

Program Description

The Vehicle Acquisition program's primary function is to purchase all vehicles and equipment required by City departments. Also, at the end of a vehicle's useful life, the program is responsible for its disposition through public auction.

Trends

Due to the economic impact, Fleet will keep vehicles/equipment longer. The fleet size increased 43 (average) vehicles/equipment over the past five years.

Program Broad Goals

Purchase additional and replacement vehicles and equipment required by departments through cost effective contracts and resources utilizing City procurement code guidelines. Dispose of vehicles and equipment utilizing contracts that provide a high level of return for a low-cost.

Standardization, where possible, of all new vehicle/equipment purchases.

Program 2004/05 Objectives

Average no more than 180 days from time we place order until we receive the equipment.

Vehicle get ready process to average no more than 14 days from time of request until vehicle is placed in service.

Program Provided in Partnership With

Purchasing, Budget Office, Information Systems, All City Departments

Program Customers

Fleet Mgmt. Administration, Police Dept., General Government, Financial Services, Transportation, Community Services, IS, Water Resources, Solid Waste, Field Services, Citizen & Neighborhood Resources, Planning & Development Services

City Council's Broad Goal(s)

Fiscal and Resource Management

Basic Equipment

Personal computer, 10-key calculators, Microsoft office suite

Special Equipment

SmartStream financial software

Resources by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
Internal Service Fund Charges/Support	\$3,879,941	\$3,544,350	\$3,544,350	\$3,553,348
Total Program Revenues	\$3,879,941	\$3,544,350	\$3,544,350	\$3,553,348

Expenditures by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
Personal Services	\$34,391	-	-	-
Contractual Services	148	-	-	\$348
Commodities	(29,311)	-	-	-
Capital Outlays	3,874,713	\$3,544,350	\$3,544,350	3,553,000
Total Program Budget	\$3,879,941	\$3,544,350	\$3,544,350	\$3,553,348

VEHICLE ACQUISITION

Municipal Services Department

Performance Measures

Program/Service Outputs: (goods, services, units produced)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
# of replacement vehicles per year	71	57	50	50

Program/Service Outcomes: (based on program objectives)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
% of vehicles received within 180 days	n/a	75%	85%	95%
% of vehicles prepared for service within 14 days	n/a	60%	75%	95%

Program Staffing

No specific staff positions or FTE's are assigned to this program.

Prior Year Highlights

Prior Year Highlights for City programs are currently being finalized by the staff and will be included in the adopted FY 2004/05 budget.

Program Description

The Household Hazardous Waste program provides a save, legal and convenient way for citizens to dispose of unwanted or unneeded HHW items. Currently three one-day events are held annually. The cost of providing these events is recovered through the residential collection user fees.

Trends

As refinements to the routing and unloading processes continue to reduce the average "waiting time" per vehicle, participation in HHW collection events should remain stable or increase slightly in future years.

Program Broad Goals

Promote safe and sanitary living conditions in Scottsdale neighborhoods through the delivery of efficient, convenient Household Hazardous Waste collection events to all Scottsdale citizens.

Program 2004/05 Objectives

Continue to refine event demographics and processes to maintain participant average "wait time" below our goal of 30 minutes per car.

Continue to explore alternative HHW collection programs, including fee-based collection from residential households of a limited list of materials.

Program Provided in Partnership With

Communications & Public Affairs, City Cable, Risk Management, Purchasing, Municipal Services Administration, Solid Waste Management Admin. Svcs., Emergency Services, General Fire Protection, Event Traffic Control, Container Repair Program, Fleet Management Administration, Fleet Maintenance & Operations

Program Customers

All Scottsdale citizens

City Council's Broad Goal(s)

Neighborhoods

Basic Equipment

Work Uniforms, Safety Shoes, Safety Glasses, Tables, Safety Cones, 90-gallon Containers

Special Equipment

Roll-off Truck and Containers, Forklift, Pick-up Trucks, Rural Metro Emergency Response Van, 900 Mghz Two-way Radios, Tents, Rubber Wheeled Carts, HAZCAT Kits, Miscellaneous Chemicals Testing Supplies, Tyvek Coveralls, Nitrate Gloves, Hazmat Latex Overboots, J-Jons, Emergency Wash Station, Miscellaneous Directional & Identification Signage, Landfill Services Contract, Certified Hazardous Waste Contractor, City Internet

Resources by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
Enterprise Fund Program				
User Fees/Charges/Support	-	\$201,357	\$200,157	\$203,695
Total Program Revenues	-	\$201,357	\$200,157	\$203,695

Expenditures by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
Personal Services	-	\$48,611	\$48,611	\$50,813
Contractual Services	-	147,836	146,636	146,714
Commodities	-	4,910	4,910	6,168
Total Program Budget	-	\$201,357	\$200,157	\$203,695

Performance Measures

Program/Service Outputs: (goods, services, units produced)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
# of citizens served annually by HHW collection program	1,708	1,900	2,201	2,400

Program/Service Outcomes: (based on program objectives)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
Maintain average "wait time" for HHW collection event participants at or below 30 minutes per vehicle:	90 minutes	15 minutes	10 minutes	5 minutes

Program Staffing

No specific staff positions or FTE's are assigned to this program.

Prior Year Highlights

Prior Year Highlights for City programs are currently being finalized by the staff and will be included in the adopted FY 2004/05 budget.

ALLEY MAINTENANCE

Municipal Services Department

Program Description

The Alley Maintenance program is responsible for grading alleys and shoulders to maintain safe access for City service and emergency vehicles.

Trends

The City's enhanced alley maintenance program initiated in FY 2001/02 was largely a one-time cleanup of unpaved alleys to remove years of unauthorized dumping. The program currently provides for only weed control. Unauthorized dumping is still occurring with the increased potential for expanded pickup of debris in alleys using heavy equipment.

Program Broad Goals

Comply with EPA dust abatement regulations through use of dust palliatives on unimproved alleys.

Provide grading on alley surfaces to enable safe ingress and egress for City maintenance and utility service vehicles.

Provide weed control services on perimeter of alleys.

Program 2004/05 Objectives

Maintain dust-controlling surface on 100% of regulated surfaces.

Grade 100% of unpaved alleys while maintaining durable recycled asphalt surface.

Control weed growth below 12 inches in height along 100% of alley perimeters.

Program Provided in Partnership With

Water & Wastewater Operations, Citizen & Neighborhood Admin, Customer Service & Communications, Code Enforcement Abatement, Emergency Response Team

Program Customers

Scottsdale citizens, Water & Wastewater Operations, Residential Refuse Collection, Code Enforcement, Neighborhood Services

City Council's Broad Goal(s)

Neighborhoods

Basic Equipment

Wheel loaders, motor graders, 12 yd dump trucks, tanker trucks, skid steer loader w/ trailer, tractor truck w/ side dump trailer & flatbed trailer, 3/4 ton crew cab pickup, 3/4 ton pickup w/ bed mounted refueling tank, compact pickups, 3/4 ton pickup, personal protective equipment (eye, ear, gloves, safety shoes), hand tools (wrenches, etc.), personal computers, Microsoft Office Suite

Special Equipment

Skid steer mounted power rake & planer, MS Access, printers

Resources by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
Special Revenue Fund Support	-	\$197,050	\$197,050	\$363,452
Total Program Revenues	-	\$197,050	\$197,050	\$363,452

Expenditures by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
Contractual Services	-	\$195,200	\$195,200	\$361,602
Commodities	-	1,850	1,850	1,850
Total Program Budget	-	\$197,050	\$197,050	\$363,452

ALLEY MAINTENANCE

Municipal Services Department

Performance Measures

Program/Service Outputs: (goods, services, units produced)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
# of times per year alley perimeters are sprayed for weed control	3	3	3	3

Program/Service Outcomes: (based on program objectives)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
Control weed growth below 12 inches in height along 100% of alley perimeters	100%	100%	100%	100%

Program Staffing

No specific staff positions or FTE's are assigned to this program.

Prior Year Highlights

Prior Year Highlights for City programs are currently being finalized by the staff and will be included in the adopted FY 2004/05 budget.

Program Description

The Stormwater Management program is responsible for identifying and finding sources of funding for capital stormwater improvement projects, administering the City's Stormwater Management Plan, interpret stormwater rules, provide expert technical guidance to staff and the community, updates to the City Code stormwater and drainage provisions. Participate in the development of National and State storm and clean water legislation affecting the City. This program is funded through the Capital Improvement Plan (CIP).

Trends

Until fully staffed, the Division will have to limit activities to Federal, Council and Code mandates with very reduced availability for assistance to the public and City staff.

Program Broad Goals

Assure staff and citizens are adequately warned of impending weather that may have disastrous consequences, assure that the weather response plan is functional.

Administer the sampling of stormwater runoff to detect pollutants, assure inspections of the stormwater system, assure development requirements and implementation are adequate to meet regulations, and the Stormwater Management Program begins preparation of the next 5 year CIP.

Administer and provide direction to City staff in maintaining the City's high rating complying with the Federal Emergency Management Act flood mitigation & insurance mandate.

Program 2004/05 Objectives

Utilizing the Stormwater Management Plan, prepare for implementation of a dedicated funding mechanism for stormwater outside of the General Fund.

Preparation of a new or modification of the existing 5 year CIP utilizing the completed Stormwater Management Plan.

Adhere to continuous ongoing mandates that have a life span of no less than 20 years. These activities will utilize the experience gained in 2002/03 to reduce financial demands and find outside sources of revenue to accomplish the mission.

Program Provided in Partnership With

City Staff, U.S. Environmental Protection Agency, Federal Emergency Management Agency, Arizona Department of Environmental Quality, Arizona Department of Emergency Services, Arizona Department of Water Resources

Program Customers

Scottsdale citizens, media, City Council, City Manager, City Staff, Flood Control District of Maricopa County, Arizona State Agencies, other private and government entities

City Council's Broad Goal(s)

Fiscal and Resource Management

Basic Equipment

Personal computers, Microsoft Office Suite, phones, 10-key calculators, Xerox machine, Fax machine, printers, color printers, Internet to Federal & State Agencies, City's Land Information System, City's Community Development Systems, Vehicles

Special Equipment

Federal compliance computer programs and databases, severe weather warning system, satellite & radio links to emergency providers, Emergency response communications equipment, Stormwater sampling equipment and communication lines, stormwater sampling and monitoring stations, communication tools to the Flood Control District of Maricopa County stormwater quality sampling, database emergency notification system

Resources by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
Enterprise Fund Program				
User Fees/Charges/Support	-	-	\$1,085	\$7,882
Total Program Revenues	-	-	\$1,085	\$7,882

Expenditures by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
Personal Services	-	-	\$325,295	\$394,024
Contractual Services	-	-	(324,210)	(386,142)
Total Program Budget	-	-	\$1,085	\$7,882

STORMWATER MANAGEMENT

Municipal Services Department

Performance Measures

Program/Service Outputs: (goods, services, units produced)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
Rating the FEMA Community Rating Program for Flood Insurance	7	7	7	6

Program/Service Outcomes: (based on program objectives)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
% of samples meeting or exceeding the clean water standards for stormwater	90%	92%	100%	100%

Program Staffing

1 Full-time	SR STORM WATER PLANNER	1.00
2 Full-time	STORM WATER PLANNER	2.00
1 Full-time	STORM WATER PLANNING DIRECTOR	1.00
Total Program FTE		4.00

Prior Year Highlights

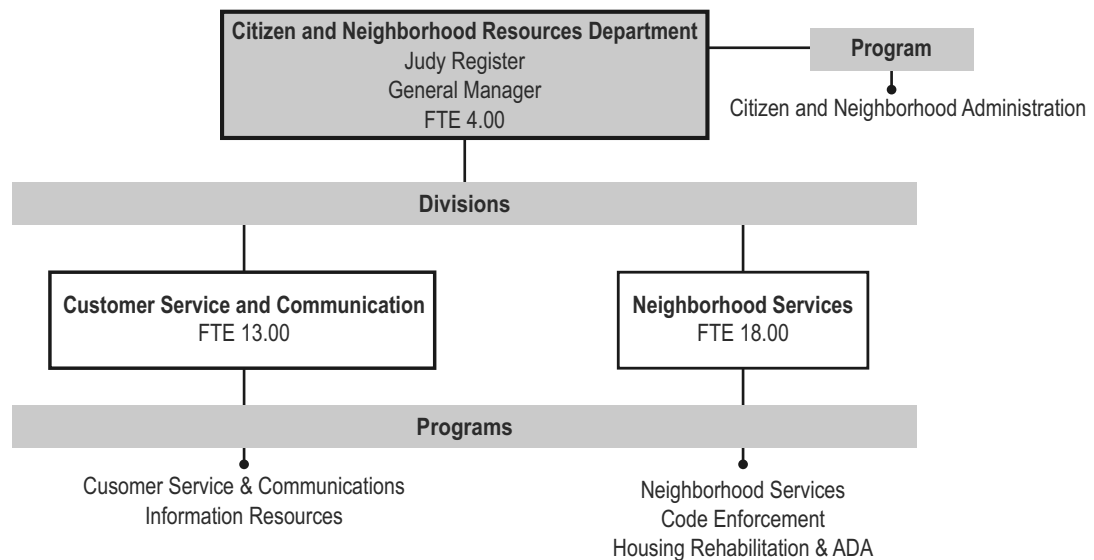
Prior Year Highlights for City programs are currently being finalized by the staff and will be included in the adopted FY 2004/05 budget.



Citizen and Neighborhood Resources Department

Mission

Create relationships and partnerships among individuals, groups and local government that will result in the enhancement of the community's quality of life.



Departmental Staffing				
	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
Full-time Equivalent (FTE)	35.00	32.00	33.00	35.00
% of City's FTE's				1.6%
Departmental Expenditures by Type				
	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
Personal Services	\$1,972,057	\$2,199,668	\$2,184,988	\$2,293,630
Contractual Services	336,396	670,298	690,298	483,469
Commodities	54,439	71,033	71,033	66,226
Capital Outlays	74,143	-	-	58,000
Total Program Budget	\$2,437,036	\$2,940,999	\$2,946,319	\$2,901,325
% of City's Total Program Operating Budget				1.0%

CITIZEN & NEIGHBORHOOD ADMINISTRATION

Citizen and Neighborhood Resources Department

Program Description

The Citizen & Neighborhood Resources helps to maintain and enhance the quality of life for Scottsdale residents by facilitating neighborhood preservation, revitalization and problem solving.

Trends

Number of homes 45 or more years old is growing, and residential neighborhood revitalization is critical.

Program Broad Goals

Preserve, promote and revitalize residential neighborhoods where people find diverse housing styles and values.

Be proactive in seeking opportunities to provide citizens with access to open, responsive government.

Serve as advocates for residential and built commercial neighborhoods and to be acknowledged as such by citizens and others.

Program 2004/05 Objectives

Present 3-5 neighborhoods located in mature area, with action plans to assist with sustaining their quality of life.

Participate in the formation of a consistent Citywide public participation process.

Expand education outreach efforts to community service groups, churches, and professional organizations through coordination of the Neighborhood College program.

Program Provided in Partnership With

Mayor and City Council, City Manager, Communications and Public Affairs, Intergovernmental Relations, Transportation Administration, Community Services Planning and Administration, Municipal Services Administration, Learning and Organizational Development, Planning, Environmental & Design Services

Program Customers

Scottsdale citizens, Leadership Team, City Manager, City Council, City employees

City Council's Broad Goal(s)

Neighborhoods

Basic Equipment

Computer, Microsoft Office Suite, telephone

Special Equipment

None

Resources by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
General Fund Support	\$245,364	\$269,992	\$269,992	\$425,494
Total Program Revenues	\$245,364	\$269,992	\$269,992	\$425,494

Expenditures by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
Personal Services	\$179,234	\$179,825	\$179,825	\$333,469
Contractual Services	61,100	84,667	84,667	86,525
Commodities	5,030	5,500	5,500	5,500
Total Program Budget	\$245,364	\$269,992	\$269,992	\$425,494

Performance Measures

Program/Service Outputs: (goods, services, units produced)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
# of citizen education publications distributed annually	8,675	32,400	32,400	32,400
# of neighborhood plans completed during the fiscal year	n/a	n/a	1	6

Program/Service Outcomes: (based on program objectives)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
% satisfaction in the "Scottsdale City Government	n/a	90%	90%	90%
101" citizen oriented class based on course evaluations				

Program Staffing

1 Full-time	GENERAL MANAGER	1.00
1 Full-time	NEIGHBORHOOD SERVICES COORD	1.00
1 Full-time	OFFICE COORD MANAGER	1.00
1 Full-time	TECH COORD	1.00
Total Program FTE		4.00

Prior Year Highlights

Prior Year Highlights for City programs are currently being finalized by the staff and will be included in the adopted FY 2004/05 budget.

CUSTOMER SERVICE & COMMUNICATIONS

Citizen and Neighborhood Resources Department

Program Description

The Customer Service and Communication program provides point persons for citizens and neighborhood groups on broad organizational issues. Citizen Liaisons manage issues by reviewing inquiries, investigating issues with appropriate departments, and following up to reach resolution. They offer recommendations for changes in service delivery, policies or procedures to improve service to citizens. Citizen Advisors provide residents and businesses with crime prevention programs as an extension to the Police Department programs that include Neighborhood and Business Watch, Home Security Surveys, and Crime Free Multi-Housing programs. They additionally have special projects including: Volunteer Liaison for Scenic Drive and Adopt-a-Road groups, Speed Awareness Program, Getting Arizona Involved in Neighborhoods, Liaison to the Pride Committee and the Block Watch Advisory Council.

Trends

Over 700 citizens per year are requesting assistance to resolve neighborhood issues. Burglary and vehicle crimes are the #1 concern in neighborhood safety by the Police Department. President Bush has set a goal to double the number of Neighborhood Watch groups in the United States as a way to keep neighborhoods safe.

Program Broad Goals

Enhance neighborhood safety by following community policing and home safety initiatives identified by the Police and Fire Departments.

Create citizen advocates by building and sustaining positive community relationships.

Enhance the quality of life in neighborhoods by offering events that bring neighbors together for the betterment of the community.

Program 2004/05 Objectives

Develop a quarterly calendar of safety events and programs that will help prevent citizens from being victims of a crime.

Continue to support departments within the organization to resolve citizen issues that cross multiple department lines. Provide specific support to Planning & Development Services & Municipal Services as it relates to citizen outreach and City Manager, Mayor/ City Council communication.

Coordinate special events and programs such as "Adopt-a-road", "Treasures to Trash," "Getting Arizona Involved in Neighborhoods," "Neighborhoods Arizona," "Neighborhood Watch Captains' trainings, Speed Awareness program.

Program Provided in Partnership With

Mayor and City Council, City Manager, Communications and Public Affairs, Intergovernmental Relations, Transportation Administration, Community Services Planning and Administration, Municipal Services Administration, Learning and Organizational Development, Planning, Environmental & Design Services, Police and Fire Departments

Program Customers

Scottsdale citizens, businesses, neighborhood groups

City Council's Broad Goal(s)

Neighborhoods

Basic Equipment

Personal computers, phones, laptop computers, projector, digital camera

Special Equipment

None

Resources by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
General Fund Support	\$780,872	\$1,030,915	\$1,030,915	\$523,806
Total Program Revenues	\$780,872	\$1,030,915	\$1,030,915	\$523,806

Expenditures by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
Personal Services	\$701,721	\$758,659	\$758,659	\$447,289
Contractual Services	65,991	235,323	235,323	50,997
Commodities	12,985	36,933	36,933	25,520
Capital Outlays	175	-	-	-
Total Program Budget	\$780,872	\$1,030,915	\$1,030,915	\$523,806

CUSTOMER SERVICE & COMMUNICATIONS

Citizen and Neighborhood Resources Department

Performance Measures

Program/Service Outputs: (goods, services, units produced)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
# of citizens participating in neighborhood safety events and programs	n/a	n/a	10,000	15,000
# of roadway miles adopted by volunteer groups to keep medians and rights-of-way free of trash and debris	n/a	80	110	13

Program/Service Outcomes: (based on program objectives)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
% increase of new Neighborhood Watch groups annually	n/a	15%	37%	40%
% increase in # of Adopt-a-Road sponsoring groups	n/a	50%	70%	25%

Program Staffing

1 Full-time	ADMINISTRATIVE SECRETARY	1.00
3 Full-time	CITIZEN ADVISOR	3.00
1 Full-time	CITIZEN LIAISON	1.00
1 Full-time	CUST SERVICES / COMM DIRECTOR	1.00
Total Program FTE		6.00

Prior Year Highlights

Prior Year Highlights for City programs are currently being finalized by the staff and will be included in the adopted FY 2004/05 budget.

INFORMATION RESOURCES

Program Description

The Information Resources program has two Citizen Service Centers and the newly opened Citizen Call Center that serves an average of 140,000 residents annually. Residents use the Centers to obtain bus passes and reduced fare photo ID's (disabled, senior and youth), passport processing, utility bill payment, information on City projects, request a City service, tax forms, and other services and resources. The Citizen Service Centers provide a valuable link between residents and City government, encourage resident involvement, and serve as a first point of contact for many requests for City services. The Centers produce revenue each year through fees collected on processing Phoenix Transit ID's and passport applications. The Call Center is a centralized information resource center for citizens calling into the City. The Call Center resolves approximately 75% of all calls, without having to transfer callers to elsewhere in the City. This has reduced reliance on voicemail and reduced multiple transfers of callers. The Center also provides bilingual assistance and after hours customer service when needed.

Trends

Nearly 10,000 calls for information per month are received at the Call Center and is projected to grow each year. The Citizen Service Centers continue to be a key resource for neighborhood issues resolution and providing satellite city services.

Program Broad Goals

Continue to develop programs and staff to meet the department's commitment to and expectation of superior customer service.

Develop a comprehensive network of partners for ongoing and future projects that impact Scottsdale neighborhoods.

Educate and inform citizens of the availability of City services and serve as a conduit to those services for citizens and neighborhoods.

Program 2004/05 Objectives

Maintain an information database to aid in the dissemination of information to callers.

Coordinate community forums on a monthly basis at the Citizen Service Centers in partnership with businesses and other departments.

Assign Citizen Service Specialists to gather timely information to requests for information and communicate to citizens.

Program Provided in Partnership With

Information Systems, Municipal Services, Planning and Development Services, Parks and Facilities Maintenance, Transportation Planning, Mayor/City Council, City Manager, Financial Services Administration

Program Customers

Scottsdale citizens, businesses, neighborhood groups

City Council's Broad Goal(s)

Open and Responsive Government

Basic Equipment

Computer, Microsoft Office suite, telephone

Special Equipment

Call monitoring system to capture and analyze key customer interactions, Interactive Noise Response Systems to gather "up-front" intelligence anti-auto number I.D

Resources by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
General Fund Support	\$336,303	\$335,121	\$340,441	\$420,218
Total Program Revenues	\$336,303	\$335,121	\$340,441	\$420,218

Expenditures by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
Personal Services	\$306,673	\$277,659	\$282,979	\$359,247
Contractual Services	28,406	40,462	40,462	43,971
Commodities	1,224	17,000	17,000	17,000
Total Program Budget	\$336,303	\$335,121	\$340,441	\$420,218

INFORMATION RESOURCES

Citizen and Neighborhood Resources Department

Performance Measures

Program/Service Outputs: (goods, services, units produced)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
# of calls answered by CNR and the new City Call Center	n/a	69,582	120,000	130,000
# of citizen contacts processed by the Citizen Service Centers	40,000	42,000	45,000	47,000

Program/Service Outcomes: (based on program objectives)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
# of issues resolved in Call Center without further follow-up by additional staff	n/a	52,186 (75%)	90,000 (75%)	97,500 (75%)
% of citizens contacting the Citizen Service Centers that were satisfied or very satisfied with the services provided as reported in the annual city survey	98%	98%	98%	98%

Program Staffing

2 Full-time	CITIZEN SERVICES ASSISTANT	2.00
4 Full-time	CITIZEN SERVICES SPECIALIST	4.00
1 Full-time	NEIGHBORHOOD RES CNTR MGR	1.00
Total Program FTE		7.00

Prior Year Highlights

Prior Year Highlights for City programs are currently being finalized by the staff and will be included in the adopted FY 2004/05 budget.

NEIGHBORHOOD SERVICES

Program Description

The Neighborhood Services program facilitates efforts to enhance the neighborhood environment (public safety, functional and aesthetically pleasing infrastructure, and preservation and enhancement of property values). Creates and maintains an internal (City) communication and coordination system to ensure effective and efficient responses to neighborhood issues. Leads major projects that implement the City's Neighborhood Services program including overseeing the Housing Rehabilitation program, the Community Mediation Program and the City's Code Enforcement activities.

Trends

\$75,000 has been allocated for the neighborhood Funding Partnership program. Approximately 104 calls for mediation services were received this year involving neighbors who could not resolve their conflicts themselves and needed City assistance.

Program Broad Goals

Continue to develop programs and staff to meet the department's commitment to and expectation of superior customer service.

Develop a comprehensive network of partners for ongoing and future projects that impact Scottsdale neighborhoods.

Educate and inform citizens of the availability of City services and serve as a conduit to those services for citizens and neighborhoods.

Program 2004/05 Objectives

Assist in initiation of new organizational policies and procedures to respond and resolve citizen issues.

Develop a partnership with the Neighborhood Planning program to formalize an implementation strategy for adopted neighborhood plans.

Initiate a program that proactively identifies neighborhoods in transition and identify and promote resources and opportunities available.

Program Provided in Partnership With

Mayor and City Council, City Manager, Communications and Public Affairs, Intergovernmental Relations, Transportation Administration, Community Services Planning and Administration, Municipal Services Administration, Learning and Organizational Development, Planning, Environmental & Design Services

Program Customers

Scottsdale citizens, businesses, neighborhood groups

City Council's Broad Goal(s)

Neighborhoods

Basic Equipment

Computer, Microsoft Office suite, telephone

Special Equipment

None

Resources by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
General Fund Support	\$423,966	\$549,939	\$569,939	\$487,801
Total Program Revenues	\$423,966	\$549,939	\$569,939	\$487,801

Expenditures by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
Personal Services	\$231,343	\$271,422	\$271,422	\$231,980
Contractual Services	162,478	275,267	295,267	251,011
Commodities	30,144	3,250	3,250	4,810
Total Program Budget	\$423,966	\$549,939	\$569,939	\$487,801

NEIGHBORHOOD SERVICES

Citizen and Neighborhood Resources Department

Performance Measures

Program/Service Outputs: (goods, services, units produced)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
# of neighborhood funding requests processed	35	10	26	26
# of mediation sessions held through the Community Mediation Program	98	121	104	125

Program/Service Outcomes: (based on program objectives)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
# of neighborhoods awarded funding	32	35	37	40
# of Mediations resolved	93	115	99	118

Program Staffing

1 Full-time	NEIGH. SVS / PRESV DIRECTOR	1.00
1 Full-time	NEIGHBORHOOD SERVICES COORD	1.00
1 Full-time	SECRETARY	1.00
Total Program FTE		3.00

Prior Year Highlights

Prior Year Highlights for City programs are currently being finalized by the staff and will be included in the adopted FY 2004/05 budget.

CODE ENFORCEMENT

Program Description

The Code Enforcement program is charged with enforcing City Ordinance Chapters 18 & 22 and the Revised Zoning Ordinance responds to and resolves neighborhood complaints concerning property maintenance, zoning, housing, graffiti, abandoned vehicles and solid waste violations. It issues citations and works with property/business owners in the remediation of those violations, represents the City in court cases when violators are prosecuted, and provides a mechanism to enforce the "Clean it or Lien It" program requiring recalcitrant property owners to either take responsibility for poor conditions or the City will arrange clean-up, and place a lien on the property for reimbursement of costs.

Trends

An average of 933 calls are received per month for inspections. An average of 10 administrative citations are issued per month.

Program Broad Goals

Provide timely and quality inspections of reported violations and consistently address violations proactively so as to improve the quality of life in Scottsdale.

To continue to improve programs that increase resident understanding of and access to Code Enforcement such as Code Clinics and Patrol To continue to streamline the enforcement process.

Program 2004/05 Objectives

Extend administrative citation authority to the zoning ordinance.

Evaluate and recommend changes to the Property Maintenance Ordinance to strengthen neighborhood revitalization.

Develop a comprehensive evening and weekend inspection program.

Program Provided in Partnership With

Resident HOA's, neighborhood groups and City departments that require enforcement to meet regulatory goals

Program Customers

Residents, HOA's, neighborhood groups and City departments that require enforcement to meet regulatory goals

City Council's Broad Goal(s)

Neighborhoods

Basic Equipment

Vehicles, computers, Nextel direct communications, assorted safety equipment

Special Equipment

Digital cameras, Wireless Laptop Communication System

Resources by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
General Fund Support	\$629,912	\$618,194	\$598,194	\$898,477
Special Revenue Fund Fees/Charges/Donations	\$903	\$68,801	\$68,801	\$19,692
Total Program Revenues	\$630,815	\$686,995	\$666,995	\$918,169

Expenditures by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
Personal Services	\$533,960	\$649,012	\$629,012	\$806,600
Contractual Services	17,830	31,633	31,633	43,733
Commodities	5,056	6,350	6,350	9,836
Capital Outlays	73,969	-	-	58,000
Total Program Budget	\$630,815	\$686,995	\$666,995	\$918,169

CODE ENFORCEMENT

Citizen and Neighborhood Resources Department

Performance Measures

Program/Service Outputs: (goods, services, units produced)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
# of new cases processed per year	7,357	10,000	12,000	14,000
# of Administrative Citations issued	0	50	100	200

Program/Service Outcomes: (based on program objectives)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
Average open case time (days)	12.75	11	10	9

Program Staffing

1 Full-time	CITIZEN SERVICES SPECIALIST	1.00
1 Full-time	CODE ENFORCEMENT MANAGER	1.00
1 Full-time	CODE ENFORCEMENT SPECIALIST	1.00
10 Full-time	CODE INSPECTOR	10.00
Total Program FTE		13.00

Prior Year Highlights

Prior Year Highlights for City programs are currently being finalized by the staff and will be included in the adopted FY 2004/05 budget.

HOUSING REHABILITATION & ADA

Program Description

The Housing Rehabilitation & ADA program provides Housing Rehabilitation and Emergency Repair assistance, through Federal Community Development Block Grant (CDBG) funds, to low and moderate-low income homeowner's to maintain safe and sanitary living conditions and preserve the existing affordable housing stock. Rehabilitation assistance, offered through a deferred loan, eliminates code violations, replaces structural deficiencies and provides modifications for the elderly and disabled. Through grant assistance, the Emergency Repair program addresses deficiencies that affect the immediate livability of the home. Repairs are limited and based on priority of emergency. The program also provides technical assistance to citizens and staff on Federally mandated American Disabilities Act (ADA) related issues and regulations and ensures accessibility for City programs and facilities. Recipients of federal funds are obligated to retain a point of contact for ADA issues.

Trends

Need for Housing Rehabilitation Assistance increasing as the housing stock ages. Currently there are 19 applicants on the waiting list with a wait of approximately 9 months.

Program Broad Goals

Provide safe and sanitary living conditions and preserve the existing affordable housing stock.

Eliminate code violations and provide special devices for the elderly and disabled.

Mediate complaints related to ADA issues.

Program 2004/05 Objectives

Fully utilize allocated funding to the Housing Rehabilitation Program.

Provide timely review of client applications for eligibility determination.

Begin addressing accessibility barriers to programs and facilities as indicated by priority in the ADA transition Plan.

Program Provided in Partnership With

Rehab: Community Assistance Office/
CDBG, Code Enforcement, Development
Services/Building, Foundation for Senior
Living, Vista Del Camino, Senior Center,
ADA: Capital Projects Management, Mayor/
City Managers Office, Community Services,
Facilities Management

Program Customers

Low & moderate-low income homeowners

City Council's Broad Goal(s)

Neighborhoods, Open and Responsive
Government

Basic Equipment

Personal computer, telephone, fax

Special Equipment

RESPEC software, digital camera,
measuring devices, electronic electrical
outlet indicator, City vehicle, brochures

Resources by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
General Fund Support	\$19,717	\$68,037	\$68,037	\$74,106
Grant/Trust Receipts	-	-	-	\$51,731
Total Program Revenues	\$19,717	\$68,037	\$68,037	\$125,837

Expenditures by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
Personal Services	\$19,126	\$63,091	\$63,091	\$115,045
Contractual Services	591	2,946	2,946	7,232
Commodities	-	2,000	2,000	3,560
Total Program Budget	\$19,717	\$68,037	\$68,037	\$125,837

HOUSING REHABILITATION & ADA

Citizen and Neighborhood Resources Department

Performance Measures

Program/Service Outputs: (goods, services, units produced)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
# of Housing Rehabilitation and Emergency Repair assistance provided to low and moderate-low income families	47	61	60	65

Program/Service Outcomes: (based on program objectives)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
% resources and services provided by Housing Rehabilitation, Emergency Repair and ADA technical assistance	80%	96%	98%	95%

Program Staffing

1 Full-time	HOUSING REHAB COORD	1.00
1 Full-time	GRANT PROGRAM SPEC	1.00
Total Program FTE		2.00

Prior Year Highlights

Prior Year Highlights for City programs are currently being finalized by the staff and will be included in the adopted FY 2004/05 budget.

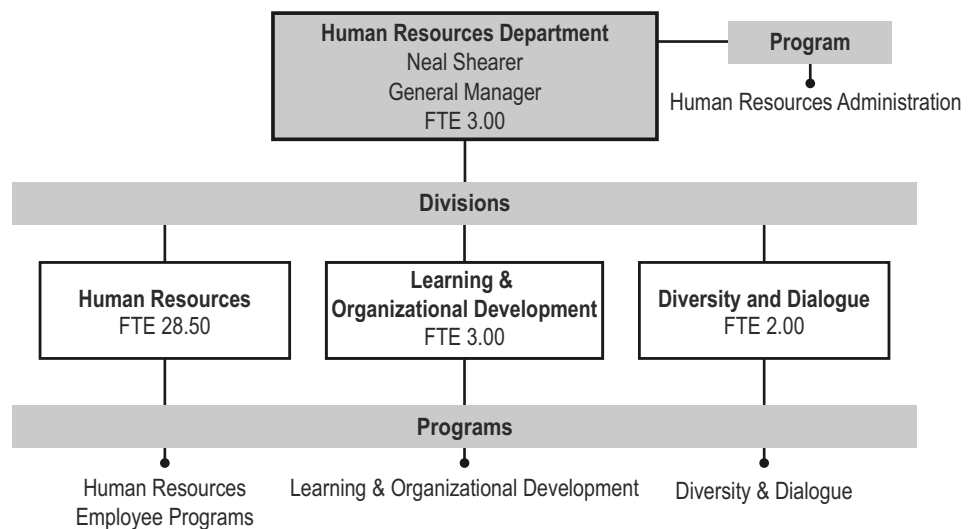


Human Resources Department

Mission

Hire, develop and retain a competent, committed and diverse workforce to provide high quality and cost-effective services to Scottsdale citizens.

Cultivate an environment within the organization and community where differences are valued, respected and embraced.



Departmental Staffing

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
Full-time Equivalent (FTE)	35.50	35.50	34.50	36.50
% of City's FTE's				1.7%

Departmental Expenditures by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
Personal Services	\$2,460,499	\$2,529,042	\$2,529,042	\$2,747,982
Contractual Services	706,129	528,675	571,313	527,032
Commodities	191,431	123,818	124,434	164,881
Total Program Budget	\$3,358,059	\$3,181,535	\$3,224,789	\$3,439,895
Grant/Trust Expenditures	\$6,000	\$10,000	\$10,000	\$15,000
% of City's Total Program Operating Budget				1.1%

HUMAN RESOURCES ADMINISTRATION

Human Resources Department

Program Description

The Human Resources Administration program provides guidance and support to all Human Resource (HR) programs, with special emphasis on communicating City Council and organizational goals, planning and managing resources to ensure the accomplishment of such goals, coordinating key projects and management information reports, and addressing critical human resource issues and concerns. Per City of Scottsdale code (Sec. 14-1) a system of human resource administration is to be established that meets the needs of the people of the City.

Trends

Evolving and complex employment laws and civil litigation threats, new unfunded mandates and benefit regulations, rising retirement costs, and uncertain general fund revenues continue to stretch staff's capacity to address ongoing HR service delivery needs and workplace compliance requirements.

Program Broad Goals

Develop and manage a departmental budget and work plans to address City Council and organizational goals, and other critical operational needs to ensure the delivery of quality and cost effective HR services and policy compliance.

Keep the City Manager and leadership informed on staffing and other critical human resource issues and take appropriate action, as needed.

Strengthen organizational efficiency and effectiveness consistent with City Council and organizational goals.

Program 2004/05 Objectives

Continue to analyze vacant positions, contract workers, overtime and other staffing issues to address service delivery needs within fiscal constraints.

Manage executive recruitments on behalf of the City Manager or City Council. Provide administrative support to four citizen boards/ commission [Personnel Board, Public Safety Personnel Retirement Board, Judicial Appointments Advisory Board, and the Human Relations Commission].

Plan and implement the transition to a municipal fire department by July 2005, with special emphasis on staffing and other key personnel issues.

Program Provided in Partnership With

City Council, City Manager, Financial Services, Legal, City departments, City employees

Program Customers

City Council, City Manager, City departments, City employees

City Council's Broad Goal(s)

Neighborhoods

Basic Equipment

Personal computers, Microsoft Office Suite

Special Equipment

None

Resources by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
General Fund Support	\$459,583	\$318,946	\$318,946	\$335,274
Total Program Revenues	\$459,583	\$318,946	\$318,946	\$335,274

Expenditures by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
Personal Services	\$293,871	\$313,630	\$313,630	\$326,672
Contractual Services	165,711	5,316	5,316	8,302
Commodities	-	-	-	300
Total Program Budget	\$459,583	\$318,946	\$318,946	\$335,274

HUMAN RESOURCES ADMINISTRATION

Human Resources Department

Performance Measures

Program/Service Outputs: (goods, services, units produced)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
# of City FTEs	2,140.4	2,149.9	2,111.5	2,146.0
# of annual position review sessions/overtime analysis reports	44/4	40/4	36/4	36/4

Program/Service Outcomes: (based on program objectives)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
HR operating cost as a percentage of City payroll	3.1%	2.6%	2.6%	2.7%

Program Staffing

1 Full-time	DEPARTMENT ADVISOR	1.00
1 Full-time	GENERAL MANAGER	1.00
1 Full-time	SR HR ANALYST	1.00
Total Program FTE		3.00

Prior Year Highlights

Prior Year Highlights for City programs are currently being finalized by the staff and will be included in the adopted FY 2004/05 budget.

Program Description

The Human Resources program coordinates the hiring of mission critical staff and provides human resources support to management and employees in all departments. This program also implements total compensation and employment policies and practices to promote a healthy and productive work environment.

Trends

Slight increase in the number of recruitments and new hires. As a result of new health plans, health care costs will be stabilized through FY 2004/05. City contributions to the retirement systems continue to increase. We continue to experience several retirements, including a number of management level employees.

Program Broad Goals

Strategically strengthen the quality and diversity of new hires through the application of progressive human resources practices and integrity-based processes.

Provide competitive total compensation for employees, including quality and cost-effective health insurance.

Ensure compliance with federal, state and City of Scottsdale employment laws and policies and manage employee relations' issues to promote a healthy and productive work environment.

Program 2004/05 Objectives

Fill mission critical positions with well-qualified individuals and facilitate the elimination or reallocation of lower priority vacant positions.

Implement a comprehensive management oversight system for the new health plans that became effective in 2004 and plan the FY 2005/06 compensation and benefits package.

Manage employee relations' issues to improve work relationships, the work environment and overall organizational effectiveness.

Program Provided in Partnership With

City Manager, Managers, Legal, Payroll, Risk Management, City employees

Program Customers

City Council, City Manager, City departments, City employees, Personnel Board, Public Safety Retirement Board, Judicial Appointments Advisory Board, Citizens/Job Applicants

City Council's Broad Goal(s)

Fiscal and Resource Management, Open and Responsive Government

Basic Equipment

Personal computers, 10-key calculators, Microsoft Office Suite

Special Equipment

None

Resources by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
General Fund Support	\$2,046,191	\$2,078,532	\$2,113,270	\$2,276,506
Total Program Revenues	\$2,046,191	\$2,078,532	\$2,113,270	\$2,276,506

Expenditures by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
Personal Services	\$1,692,249	\$1,748,303	\$1,748,303	\$1,939,723
Contractual Services	332,557	306,571	341,309	315,510
Commodities	21,385	23,658	23,658	21,273
Total Program Budget	\$2,046,191	\$2,078,532	\$2,113,270	\$2,276,506

HUMAN RESOURCES

Human Resources Department

Performance Measures

Program/Service Outputs: (goods, services, units produced)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
Average City health and dental cost per employee	\$4,765	\$5,554	\$6,162	\$6,046

Program/Service Outcomes: (based on program objectives)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
% of minority applicants seeking employment opportunities with the City of Scottsdale	21.8%	22.1%	22.9%	23.0%
Citywide turnover	6.0%	6.7%	8.0%	8.0%

Program Staffing

1 Full-time	ADMINISTRATIVE SECRETARY	1.00
1 Full-time	HR DIRECTOR	1.00
1 Full-time	HR MANAGER	1.00
1 Full-time	HR MANAGER ADMINISTRATION	1.00
3 Full-time	HR REP	3.00
1 Part-time	HR REP	0.50
1 Full-time	SR BENEFITS ANALYST	1.00
9 Full-time	SR HR ANALYST	9.00
2 Part-time	SR HR ANALYST	1.50
6 Full-time	SR HR REP	6.00
1 Part-time	SR HR REP	0.50
2 Full-time	SUPPORT SPECIALIST	2.00
1 Full-time	TECH COORD	1.00

Total Program FTE 28.50

Prior Year Highlights

Prior Year Highlights for City programs are currently being finalized by the staff and will be included in the adopted FY 2004/05 budget.

EMPLOYEE PROGRAMS

Program Description

Employee Programs in previous years offered a variety of activities and services to assist employees in addressing work/life issues and wellness, and in recognizing employees for significant accomplishments. In FY 2003/04, this program was substantially redefined to focus on employee recognition, basic wellness services and a limited City Store operation to reduce costs and redeploy staff to higher priorities. The FY 2004/05 program maintains the same focus as last fiscal year.

Trends

City budgetary and workload pressures require employees to stretch resources and maximize productivity, which makes it even more important to recognize employees in formal and informal ways.

Program Broad Goals

Recognize and reward employee contributions to the City Council goals and employee values in cost effective ways.

Continue to offer City logo merchandise through the City Store at a zero net cost to promote pride in the City of Scottsdale.

Program 2004/05 Objectives

Evaluate employee recognition programs and develop ways to continue recognizing employees in a meaningful way within fiscal constraints.

Promote the City of Scottsdale "brand identity" and provide an option for non-monetary employee recognition through the City Store retail outlet.

Program Provided in Partnership With

City Manager, Purchasing, City Employees

Program Customers

City Manager, City employees, and City volunteers

City Council's Broad Goal(s)

Fiscal and Resource Management, Open and Responsive Government

Basic Equipment

personal computers, Microsoft Office Suite, PageMaker, Calculators

Special Equipment

None

Resources by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
General Fund Support	\$133,845	\$44,275	\$44,275	\$56,523
General Fund Program Fee/Charges	\$8,371	\$8,700	\$9,316	\$8,600
Total Program Revenues	\$142,216	\$52,975	\$53,591	\$65,123

Expenditures by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
Contractual Services	\$36,494	\$25,875	\$25,875	\$25,974
Commodities	105,722	27,100	27,716	39,149
Total Program Budget	\$142,216	\$52,975	\$53,591	\$65,123

EMPLOYEE PROGRAMS

Human Resources Department

Performance Measures

Program/Service Outputs: (goods, services, units produced)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
Annual Employee Program expenditures	\$200,258	\$133,569	\$41,000	\$56,523

Program/Service Outcomes: (based on program objectives)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
Employee programs cost per employee	\$94	\$62	\$19	\$27

Program Staffing

No specific staff positions or FTE's are assigned to this program.

Prior Year Highlights

Prior Year Highlights for City programs are currently being finalized by the staff and will be included in the adopted FY 2004/05 budget.

LEARNING & ORGANIZATION DEVELOPMENT

Human Resources Department

Program Description

The Learning and Organization Development program exists to improve individual, team and organizational performance. The program assumes lead responsibility in the implementation and continuous improvement of the performance management process; management and delivery of non-technical learning curriculum for City staff; and delivering performance improvement interventions.

Trends

As the organization needs to do more with less, there is an increased need for retooling, retraining, process improvement, and greater performance management. Attendance at City-provided learning events is increasing. Utilization of performance improvement consulting is increasing.

Program Broad Goals

Performance Management - Deliver systematic process and tools to enhance the alignment of departmental, divisional and individual performance objectives with Council and organizational goals; drive greater consistency in managing performance across the organization; and strengthen the linkage between performance and pay.

Performance Improvement - Facilitate performance improvement consulting designed to improve individual, team and organizational effectiveness and service delivery.

Organizational Learning - Develop and deliver learning & management development opportunities to address City staff learning needs to improve effectiveness and efficiency in performing work necessary to deliver City services and achieve City Council goals.

Program 2004/05 Objectives

Performance Management - Complete phase three of the performance management process implementation resulting in improvements to the process/forms (introducing a web application); and increased compliance by June 2005.

Perform 10 departmental, divisional or team performance improvement interventions to increase effectiveness and/or efficiencies - and meet or exceed customer expectations, by June 2005.

Deliver learning courses that enhance City staff knowledge and/or skills, as demonstrated by the application of the skills and/or knowledge gained from the learning events on the job to enhance performance. Introduce e-learning options for selected classroom courses.

Program Provided in Partnership With

City Manager, City Departments, City Employees

Program Customers

City Manager, City departments, City employees

City Council's Broad Goal(s)

Fiscal and Resource Management, Open and Responsive Government

Basic Equipment

Personal computers, Microsoft Office Suite

Special Equipment

Learning Management software, Audio Visual equipment, Course Materials

Resources by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
General Fund Support	\$448,431	\$468,462	\$474,362	\$484,571
Total Program Revenues	\$448,431	\$468,462	\$474,362	\$484,571

Expenditures by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
Personal Services	\$279,652	\$270,897	\$270,897	\$276,584
Contractual Services	110,807	129,205	135,105	111,728
Commodities	57,972	68,360	68,360	96,259
Total Program Budget	\$448,431	\$468,462	\$474,362	\$484,571

LEARNING & ORGANIZATION DEVELOPMENT

Human Resources Department

Performance Measures

Program/Service Outputs: (goods, services, units produced)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
Attendance at internal learning events is increasing as more value-added course offerings are available to City staff and management. Cost of training is reduced with increased # of participants.	806 participants - (at an avg cost of \$295 per participant) participant)	1,286 participants - (at an avg cost of \$87 per participant)	2,100 participants - (at an avg cost of \$86 per	2,250 participants - (at an avg cost of \$85 per
# of performance interventions and training offering continues to increase as the organization faces more change	6 projects 22 courses 96 classes	11 projects 26 courses 105 classes	17 projects 30 courses 110 classes	10 projects

Program/Service Outcomes: (based on program objectives)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
% of participants who rate improved knowledge, skills and/or competence as a result of learning events	n/a	92%	92%	92%
L&OD cost as a percentage of City payroll	n/a	0.4%	0.3%	0.3%

Program Staffing

2 Full-time	LEARNING & OD CONSULTANT	2.00
1 Full-time	LEARNING & OD DIRECTOR	1.00
Total Program FTE		3.00

Prior Year Highlights

Prior Year Highlights for City programs are currently being finalized by the staff and will be included in the adopted FY 2004/05 budget.

DIVERSITY & DIALOGUE

Human Resources Department

Program Description

The Diversity and Dialogue program cultivates an environment within the organization and community where differences are valued, respected and embraced through education, community outreach and deliberative dialogue.

Trends

According to the 2000 U.S. Census Report, Scottsdale's population has become more ethnically diverse. This same trend is evidenced by the growth in the number of minority employees at the City of Scottsdale.

Program Broad Goals

Serve as a central point of contact for diversity issues, with employees and citizens.

Serve as a catalyst for implementing diversity initiatives both in the organization and community.

Encourage citizens and employees to respect our differences and seek understanding through dialogue and education.

Program 2004/05 Objectives

SHRC Public Dialogues - members of the Human Relations Commissions and staff have planned the implementation of two events for FY 04/05. Events planned include: National League of

Cities Race Equality Week - September '04; and United Nations Elimination of Racial Discrimination month - March '05.

Community Hispanic Heritage Celebration - with the success of last year's inaugural community celebration in recognition of National Hispanic Heritage month, the second annual celebration is planned for October 2004. The event will be a collaborative effort involving the Diversity Advisory Committee and the Human Relations Commission.

Diversity Awareness Training - Provide bi-monthly (Beyond Race & Gender) and quarterly (Color of Culture) training for employees during FY 04/05, with the goal of 220 employees to complete training.

Program Provided in Partnership With

City Council, City Manager, City Employees, Scottsdale citizens, the Diversity Advisory Committee, the Human Relations Commission, several community groups that promote and celebrate diversity

Program Customers

City Council, City Manager, City departments, City employees, DAC, the Human Relations Commission, Scottsdale citizens and community visitors

City Council's Broad Goal(s)

Open and Responsive Government

Basic Equipment

Personal computers, Microsoft Office Suite

Special Equipment

None

Resources by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
General Fund Support	\$261,638	\$262,620	\$264,620	\$271,221
Grant/Trust Receipts	\$6,000	\$10,000	\$10,000	\$15,000
Special Revenue Fund Fees/Charges/Donations	-	-	-	\$7,200
Total Program Revenues	\$267,638	\$272,620	\$274,620	\$293,421

Expenditures by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
Personal Services	\$194,726	\$196,212	\$196,212	\$205,003
Contractual Services	60,560	61,708	63,708	65,518
Commodities	6,352	4,700	4,700	7,900
SubTotal	\$261,638	\$262,620	\$264,620	\$278,421
Grant/Trust Receipts	\$6,000	\$10,000	\$10,000	\$15,000
Total Program Budget	\$267,638	\$272,620	\$274,620	\$293,421

Performance Measures

Program/Service Outputs: (goods, services, units produced)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
# of participants attending public forums designed to educate citizens and employees on diversity topics, i.e. Cross Cultural Communications Series, Public Dialogues, MLK Celebrations, Diversity Summit, El Puente Conference, Youth Town Hall and Hispanic Heritage Community Celebration	1,450	1,525	3,425	4,000

Program/Service Outcomes: (based on program objectives)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
% of favorable findings by the Equal Opportunity Employment Commission (EEOC) in response to formal complaints filed by employees	100%	100%	100%	100%
There are approximately 600 employee relations cases managed by Human Resources each year. Over half of these cases include elements of diversity, "differences", or respect in the workplace. Through internal training workshops and public educational forums, it is projected that this percentage will decrease by 5% each year.	n/a	60%	55%	50%

Program Staffing

1 Full-time	DIVERSITY & DIALOGUE DIRECTOR	1.00
1 Full-time	DIVERSITY CONSULTANT	1.00
Total Program FTE		2.00

Prior Year Highlights

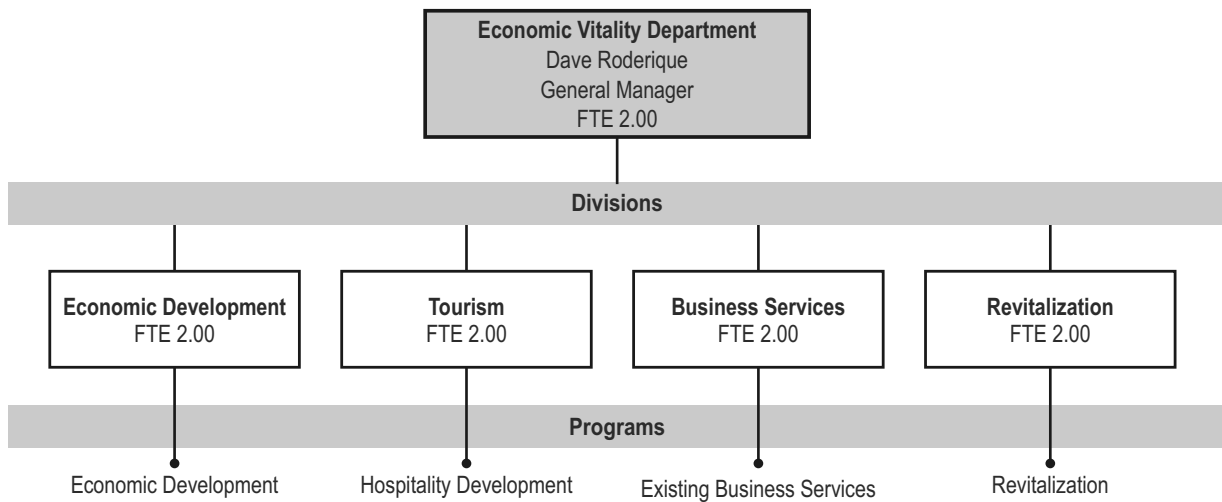
Prior Year Highlights for City programs are currently being finalized by the staff and will be included in the adopted FY 2004/05 budget.



Economic Vitality Department

Mission

To position Scottsdale for sustainable, long-term economic vitality in order to enhance the quality of life for all residents.



Departmental Staffing

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
Full-time Equivalent (FTE)	10.00	8.00	8.00	10.00
% of City's FTE's				0.5%

Departmental Expenditures by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
Personal Services	\$637,133	\$723,318	\$723,318	\$835,452
Contractual Services	5,604,707	5,777,161	5,829,405	6,035,452
Commodities	21,147	13,515	13,515	17,002
Total Program Budget	\$6,262,988	\$6,513,994	\$6,566,238	\$6,887,906
% of City's Total Program Operating Budget				2.3%

ECONOMIC VITALITY ADMINISTRATION

Economic Vitality Department

Program Description

The Economic Vitality Administration program provides administrative services for the Economic Vitality Department.

Trends

Given the current conditions and budget situation, the Economic Vitality Department is trying to maintain full services with fewer resources (personnel and budget).

Program Broad Goals

Effective administration of the Economic Vitality Department.

Program 2004/05 Objectives

Continue to be efficient in use of monetary resources. Target is to come in under budget by at least 2% this year.

Continue to effectively manage department personnel to accomplish all goals of recently adopted Economic Vitality Strategic Plan.

Program Provided in Partnership With

City Council, City Manager, Economic Vitality Department, other City departments

Program Customers

City Council, City Manager, Economic Vitality Department

City Council's Broad Goal(s)

Economy

Basic Equipment

Computers, telephones, general office equipment

Special Equipment

None

Resources by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
General Fund Support	\$279,385	\$279,288	\$366,271	\$289,738
Total Program Revenues	\$279,385	\$279,288	\$366,271	\$289,738

Expenditures by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
Personal Services	\$185,580	\$192,292	\$192,292	\$197,116
Contractual Services	72,995	78,196	165,179	83,822
Commodities	20,810	8,800	8,800	8,800
Total Program Budget	\$279,385	\$279,288	\$366,271	\$289,738

Performance Measures

Program/Service Outcomes: (based on program objectives)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
Efficient budget management. Fiscal Year 2001-02 cost savings were \$133,438 (12%) below budget.	(12%)	(12%)	(5%)	(5%)

Program Staffing

1 Full-time	ADMINISTRATIVE SECRETARY	1.00
1 Full-time	GENERAL MANAGER	1.00
Total Program FTE		2.00

Prior Year Highlights

Prior Year Highlights for City programs are currently being finalized by the staff and will be included in the adopted FY 2004/05 budget.

Program Description

The Economic Development program is responsible for enhancing the economic well-being and quality of life of the community and its residents by providing quality, useful information and responsive, effective services to targeted employers and industries, and revenue generators interested in building or expanding in Scottsdale.

Trends

The key indicators of performance for Economic Development are indirect measures such as targeted job creation and revenue enhancement. Economic Development can only assist in this process, as the private sector must actually perform in order to achieve these goals.

Program Broad Goals

Expand and maintain significant sales tax revenue generators for the City through the enhancement of retail sales-based businesses.

Market and recruit targeted employers and support entrepreneurs and existing businesses in order to provide sustainable employment opportunities in Scottsdale while assuring that new employer's pay scales accommodates working and living in Scottsdale and continue Scottsdale's history as a net importer of jobs.

Provide high quality, accessible market information on the Scottsdale market and Scottsdale development initiatives.

Program 2004/05 Objectives

Market, recruit and encourage development of new retail facilities that augment and diversify the range of shopping opportunities for citizens and visitors. Work with the owners and developers of the Scottsdale Rd./Loop 101 development, and with the State Land Department on viable retail vision for Core South.

Focus attraction efforts on smaller to mid-sized companies that generate high wages, and provide minimal negative community impacts. Work with Chamber and GPEC on the recruitment of direct and appropriate support businesses for targeted industries.

Work with the technology related organizations on the development and promotion of technology, biotechnology base and associated telecommunications infrastructure in Scottsdale.

Regularly update and post economic, retail, demographic, and tourism related information via the City's Internet and in print.

Program Provided in Partnership With

City Council, City Manager, other City departments, Chamber of Commerce, Greater Phoenix Economic Council (GPEC), Arizona Land Department, Arizona Department of Commerce

Program Customers

City Council, City Manager, other City departments, existing and prospective businesses, other economic development and governmental agencies, general public

City Council's Broad Goal(s)

Economy

Basic Equipment

Computers, telephones, general office equipment

Special Equipment

Geographic/Economic software

Resources by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
General Fund Support	\$239,365	\$279,082	\$279,082	\$291,281
Total Program Revenues	\$239,365	\$279,082	\$279,082	\$291,281

Expenditures by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
Personal Services	\$133,831	\$161,837	\$161,837	\$168,484
Contractual Services	105,278	115,603	115,603	120,248
Commodities	256	1,642	1,642	2,549
Total Program Budget	\$239,365	\$279,082	\$279,082	\$291,281

Performance Measures

Program/Service Outputs: (goods, services, units produced)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
Targeted job creation	Seventeen companies with 1,716 jobs created	Estimate is 15 companies with 1,500 jobs created	Estimate is 15 companies with 1,500 jobs created	Estimate is 15 companies with 1,500 jobs created
Continue to foster revenue enhancement which will be measured by the increase of sales tax revenue annually	-2%	0 %	2% plus	4% plus

Program/Service Outcomes: (based on program objectives)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
Targeted job creation	Seventeen companies with 1,716 jobs created	Estimated 15 companies with 1,500 jobs created.	Estimated 15 companies with 1,500 jobs created	Estimated 15 companies with 1,500 jobs created
Increase in annual sales tax revenue	-2%	0 %	2% plus projected	4% plus Projected

Program Staffing

1 Full-time	ECONOMIC VITALITY MANAGER	1.00
1 Full-time	ECONOMIC VITALITY SPECIALIST	1.00
Total Program FTE		2.00

Prior Year Highlights

Prior Year Highlights for City programs are currently being finalized by the staff and will be included in the adopted FY 2004/05 budget.

HOSPITALITY DEVELOPMENT

Program Description

The Hospitality Development program is responsible for the economic well-being and quality of life of the community and its residents by strengthening the local tourism industry through a comprehensive tourism development program of tourism research, marketing and promotion, support of special events, and the development of destination attractions and tourism infrastructure.

Trends

Negative impact on local tourism related to the events of September 11, 2001 and the national recession. Over the next year, the three major new resorts just outside of Scottsdale will continue to impact the Scottsdale hotel market.

Program Broad Goals

Special events are one of Scottsdale's most important tourism marketing tools. Events such as the Phoenix Open, the Barrett Jackson Auto Auction, the Scottsdale Arabian Horse Show, and the Fiesta Bowl not only attract significant numbers of visitors to the area, but also provide valuable exposure to potential visitors through their media coverage.

The development of new destination attractions that are in keeping with the character of the community, and which are consistent with the industry's major "drivers" or theme (golf, western, art/culture, culinary, and participatory sports) to help broaden the market, and provide additional reasons for visitors to choose Scottsdale as their destination.

Work with the Scottsdale Convention and Visitors Bureau to find ways to maximize the limited bed-tax dollars available for destination marketing to attract our targeted visitor.

Program 2004/05 Objectives

Facilitate the development of at least one new destination attraction such as an expanded Taliesin West Visitor Center.

Revamp the City's event promotional support program to better reflect current trends and needs.

Find ways to better explain the value of the tourism industry to the community.

Program Provided in Partnership With

City Council, City Manager, other City departments, Scottsdale Convention & Visitor's Bureau, Tourism Development Commission

Program Customers

City Council, City Manager, other City departments, the Scottsdale Convention & Visitor's Bureau, local tourism industry

City Council's Broad Goal(s)

Economy

Basic Equipment

Computers, telephones, general office equipment

Special Equipment

None

Resources by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
General Fund Support	\$1,006,248	\$1,081,340	\$1,131,340	\$488,331
General Fund Program Fee/Charges	\$4,458,792	\$4,400,000	\$4,400,000	\$5,385,600
Total Program Revenues	\$5,465,040	\$5,481,340	\$5,531,340	\$5,873,931

Expenditures by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
Personal Services	\$61,057	\$101,898	\$101,898	\$149,324
Contractual Services	5,403,983	5,379,442	5,429,442	5,723,317
Commodities	-	-	-	1,290
Total Program Budget	\$5,465,040	\$5,481,340	\$5,531,340	\$5,873,931

Performance Measures

Program/Service Outputs: (goods, services, units produced)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
Annual percentage change of bed tax receipts	-13%	1% plus	3% plus	5% plus
Scottsdale hotel/motel average occupancy rate	59.5%	55%	57.5%	60%

Program/Service Outcomes: (based on program objectives)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
Positive change in bed tax receipts	-13%	1% plus	3% plus	5% plus
Scottsdale hotel/motel average occupancy rate	59.5%	55%	57.5%	60%

Program Staffing

1 Full-time	ECONOMIC VITALITY RESEARCHER	1.00
1 Full-time	TOURISM MANAGER	1.00
Total Program FTE		2.00

Prior Year Highlights

Prior Year Highlights for City programs are currently being finalized by the staff and will be included in the adopted FY 2004/05 budget.

Program Description

The Revitalization program is responsible for enhancing the economic well-being and quality of life of Scottsdale by encouraging continued reinvestment in the mature areas of the community in both commercial and residential properties through private entities and/or private/public partnerships.

Trends

While there are sections of the mature portion of Scottsdale that do need assistance, much of this area remains stable and is seeing new investment. The housing appreciation rate in South Scottsdale is one of the highest in the Valley, and significant new capital investment is occurring in the residential and commercial sectors.

Program Broad Goals

To provide information and support to private sector entities interested in investing in existing facilities, where such projects enhance the revitalization of the mature areas of Scottsdale.

To encourage private development of new commercial uses and residential communities on vacant or obsolete properties in our mature areas of Scottsdale that will support the surrounding business community.

Working within the Redevelopment Areas of Scottsdale, act as the Project Manager to bring to fruition key public projects of all sizes that can effect perception and investment in those sections of the community.

Program 2004/05 Objectives

Negotiate a development agreement with the successful Smitty's site RFP respondent, which will need to start of construction by 2004.

Develop a strategy and begin implementation of an infill housing program in order to facilitate construction of new housing opportunities on key infill sites.

Move forward on the implementation of key revitalization strategies such as the McDowell streetscape improvements, and downtown parking.

Program Provided in Partnership With

Other City departments, private sector

Program Customers

City Council, City Manager, other City departments, existing and potential businesses, property owners

City Council's Broad Goal(s)

Economy

Basic Equipment

Computers, telephones, general office equipment

Special Equipment

None

Resources by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
General Fund Support	\$166,366	\$344,789	\$244,789	\$244,337
Total Program Revenues	\$166,366	\$344,789	\$244,789	\$244,337

Expenditures by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
Personal Services	\$161,573	\$172,286	\$172,286	\$171,726
Contractual Services	4,712	170,855	70,855	70,963
Commodities	81	1,648	1,648	1,648
Total Program Budget	\$166,366	\$344,789	\$244,789	\$244,337

REVITALIZATION

Economic Vitality Department

Performance Measures

Program/Service Outputs: (goods, services, units produced)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
Housing appreciation rates (ASU Study)	7 %	6 %	5.5%	5 %
Dollar value of new construction south of Chaparral Road	Updating #. Will have shortly.	Updating #. Will have shortly.	Updating #. Will have shortly.	Updating #. Will have shortly.

Program/Service Outcomes: (based on program objectives)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
Housing appreciation rates - souther part of the City	7.1 %	7 %	6 %	5.5%
Dollar value of new construction south of Chaparral Road	Updating #	Updating #	Updating #	Updating #

Program Staffing

1 Full-time	ECONOMIC VITALITY MANAGER	1.00
1 Full-time	ECONOMIC VITALITY SPECIALIST	1.00
Total Program FTE		2.00

Prior Year Highlights

Prior Year Highlights for City programs are currently being finalized by the staff and will be included in the adopted FY 2004/05 budget.

EXISTING BUSINESS SERVICES

Program Description

The Existing Business Services program is responsible for enhancing the economic well-being and quality of life of the community and its residents by assisting in the retention and/or expansion of the existing business base, preserving employment, maintaining, expanding, and diversifying the tax base, and reinforcing the positive economic environment of Scottsdale.

Trends

Existing businesses create about 90% of all new jobs in the community and provide significant tax revenues to the City. Therefore, finding ways to support and enhance existing businesses is a critical part of creating long-term economic sustainability.

Program Broad Goals

Develop an understanding of short and long-term issues affecting small and large companies and act on those issues for the mutual benefit of the community and businesses.

Create and maintain a business information database for existing Scottsdale businesses that can be used for research, trend analysis, business community composition and other efforts concerning the existing business community in Scottsdale.

Develop strategies and projects to deal with issues that require significant time and resources to resolve. Focus on Enhanced Reinvestment Areas without excluding other business areas of the City in order to stimulate public and private investment in a coordinated manner.

Program 2004/05 Objectives

Organized an "Enhanced Reinvestment in Business Neighborhoods" (RBN) Program to coordinate and target public and private resources towards the reinvestment in key business districts.

Create an online database for small businesses covering key topics of interest for small business owners.

Develop a program to help finalize physical improvements to older commercial buildings.

Program Provided in Partnership With

Other City departments, private sector, Chamber of Commerce

Program Customers

City Council, City Manager, other City departments, existing businesses in Scottsdale

City Council's Broad Goal(s)

Economy

Basic Equipment

Computers, telephones, general office equipment

Special Equipment

None

Resources by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
General Fund Support	\$112,832	\$129,495	\$144,756	\$188,619
Total Program Revenues	\$112,832	\$129,495	\$144,756	\$188,619

Expenditures by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
Personal Services	\$95,093	\$95,005	\$95,005	\$148,802
Contractual Services	17,739	33,065	48,326	37,102
Commodities	-	1,425	1,425	2,715
Total Program Budget	\$112,832	\$129,495	\$144,756	\$188,619

EXISTING BUSINESS SERVICES

Economic Vitality Department

Performance Measures

Program/Service Outputs: (goods, services, units produced)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
# of business licenses renewed in Scottsdale	Updating	Updating	Updating	Updating
# of jobs in Scottsdale	129,000	132,000	135,000	139,000

Program/Service Outcomes: (based on program objectives)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
# of visits with existing businesses.	50	100	150	200
# of businesses assisted by City to make building improvements	0	5	10	20

Program Staffing

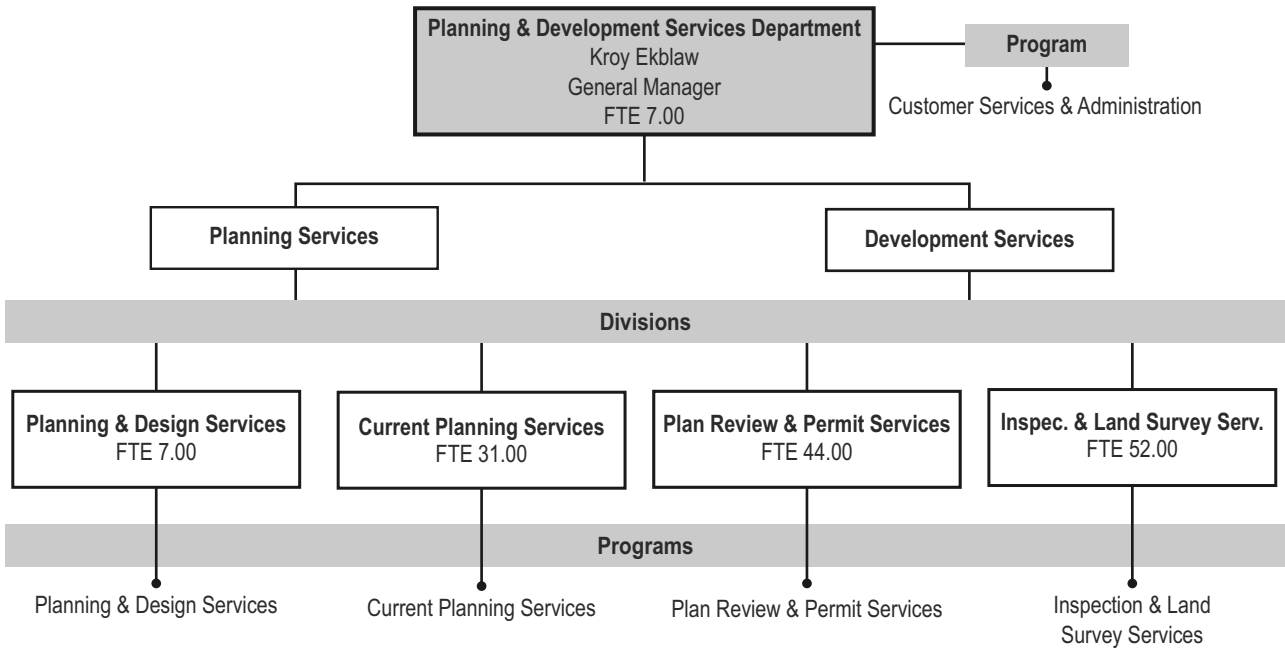
1 Full-time	ECONOMIC VITALITY MANAGER	1.00
1 Full-time	ECONOMIC VITALITY SPECIALIST	1.00
Total Program FTE		2.00

Prior Year Highlights

Prior Year Highlights for City programs are currently being finalized by the staff and will be included in the adopted FY 2004/05 budget.



Planning and Development Services Department



Mission

Planning and Development Services involves the community in refining Scottsdale's vision as a southwest desert city; promotes sensitive land use and design in keeping with the vision; and assures responsible implementation and enforcement.

Departmental Staffing

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
Full-time Equivalent (FTE)	151.00	151.00	142.00	141.00
% of City's FTE's				6.6%

Departmental Expenditures by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
Personal Services	\$8,646,043	\$10,330,300	\$10,330,300	\$10,962,724
Contractual Services	1,623,535	2,038,042	2,103,058	1,648,439
Commodities	183,876	215,472	234,999	224,652
Capital Outlays	32,075	-	-	-
Total Program Budget	\$10,485,528	\$12,583,814	\$12,668,357	\$12,835,815
% of City's Total Program Operating Budget				4.3%

CUSTOMER SERVICES & ADMINISTRATION

Planning and Development Services Department

Program Description

The Customer Services & Administration program provides the leadership and management of the Planning & Development Services' programs. In addition, develops and implements programs that proactively engage the community and ensure the delivery of consistent, dependable and meaningful customer service based on a common sense approach. Also provides these services and programs on a reasonable general fund user fee basis. These services and programs cost approximately \$12.5 million while generating approximately \$15 million in general fund user fee revenues.

Trends

Work with Citizens to build and preserve Scottsdale as a great community. Continuously monitor and respond to changing customer service needs and expectations, as well as community/citizen expectations.

Program Broad Goals

Leadership, Administration, and Implementation of City Council, Citywide organization and departmental work plans for the related User Fee programs generating approximately \$15 million.

Consistent and value-added customer service throughout the department.

Efficient resource management process across the department.

Program 2004/05 Objectives

Ensure all projects committed to (based on City Council, Citywide organization and departmental work plans) are completed within established timelines.

Increase percentage of customers surveyed annually via facilitated focus group sessions and feedback cards.

Annually review, update and implement a user-fee structure that reasonably reflects the cost of service provided.

Program Provided in Partnership With

City Council, Development Review Board, Planning Commission, City staff

Program Customers

Scottsdale citizens, City Council, other City departments

City Council's Broad Goal(s)

Preservation

Basic Equipment

Personal computers, network printers, telephones

Special Equipment

Community Development System (CDS), Photoshop, ArcView, FrontPage, Cashiering for Windows, SmartStream, Adobe products

Resources by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
General Fund Program Fee/Charges	\$834,234	\$1,006,419	\$1,005,346	\$992,611
Total Program Revenues	\$834,234	\$1,006,419	\$1,005,346	\$992,611

Expenditures by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
Personal Services	\$578,699	\$646,804	\$646,804	\$829,527
Contractual Services	235,664	347,719	346,646	151,188
Commodities	19,872	11,896	11,896	11,896
SubTotal	\$834,234	\$1,006,419	\$1,005,346	\$992,611
Grant/Trust Expenditures	-	\$1,163,000	\$500,000	\$550,000
Total Program Budget	\$834,234	\$2,169,419	\$1,505,346	\$1,542,611

CUSTOMER SERVICES & ADMINISTRATION

Planning and Development Services Department

Performance Measures

Program/Service Outputs: (goods, services, units produced)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
Ensure all projects committed to (based on City Council, Citywide organization and departmental work plans) are completed within established timelines	n/a	100%	100%	100%
Develop departmental vision, goals and work plan with appropriate linkages to City Council and Citywide organization goals/expectations and regularly communicate/update departmental expectations	n/a	n/a	100%	100%

Program/Service Outcomes: (based on program objectives)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
Increase percentage of customers surveyed annually via facilitated focus group sessions and feedback cards	n/a	n/a	40% response	60% response
Annually review, update and implement a user-fee structure that reasonably reflects the cost of service provided	n/a	Adopted	Adopted	Adopted

Program Staffing

1 Full-time	ADMINISTRATIVE ASSISTANT	1.00
1 Full-time	DEPARTMENT ADVISOR	1.00
1 Full-time	GENERAL MANAGER	1.00
1 Full-time	LEAD SYSTEMS INTEGRATOR	1.00
1 Full-time	PLAN COMM & CUST RELA MGR	1.00
1 Full-time	PLANNING CUSTOMER RELATIONS	1.00
1 Full-time	PRINCIPLE PLANNER	1.00
Total Program FTE		7.00

Prior Year Highlights

Prior Year Highlights for City programs are currently being finalized by the staff and will be included in the adopted FY 2004/05 budget.

PLANNING & DESIGN SERVICES

Program Description

The Planning & Design Services program ensures timely and comprehensive community involvement in the development of planning studies at all levels (Citywide, strategic areas, neighborhoods, and Downtown).

Trends

Work with Citizens to build and preserve Scottsdale as a great community. The program is redefining the long-range planning approach for the City by developing action-oriented plans for infrastructure and planning studies that are responsive to current conditions and proactive in identifying issues.

Program Broad Goals

Ensure timely and comprehensive community involvement in the development of planning studies at all levels (Citywide, strategic areas, neighborhoods, and Downtown).

Develop strategic short term and long range plans and guidelines for the City that address the issues of revitalization in the maturing portions, as well as developing areas of the community, and that promote Scottsdale's unique character and quality.

Support the Downtown Action Team by leading in all areas of planning and design related to Downtown and manage and coordinate the pre-development process for the strategic projects in Downtown.

Program 2004/05 Objectives

Encourage citizen involvement and participation in the development of planning studies at all levels (Citywide, strategic areas, neighborhoods).

Assure the compliance of private development proposals and City projects with the City's architectural design standards, streetscape design, scenic corridor guidelines and other policies.

Actively integrate policies and plans, as well as oversee/review Downtown projects.

Program Provided in Partnership With

Downtown, Economic Vitality, Preservation, Transportation, Citizens & Neighborhood Resources

Program Customers

Scottsdale citizens, City Council, City employees, Commissioners, Developers, Architects

City Council's Broad Goal(s)

Preservation

Basic Equipment

Personal computers, laser printers, fax machine, plotter, scanner, laptops, telephones

Special Equipment

Community Development System (CDS), Adobe Illustrator, Photoshop, PageMaker, Quark, Microsoft Project, Crystal Reports Pro, ArcView (GIS) software, FrontPage, MS Publisher, Spatial Analyst

Resources by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
General Fund Program Fee/Charges	\$234,028	\$879,987	\$905,870	\$821,115
Total Program Revenues	\$234,028	\$879,987	\$905,870	\$821,115

Expenditures by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
Personal Services	\$185,405	\$672,517	\$672,517	\$679,905
Contractual Services	45,711	182,420	208,217	115,860
Commodities	2,912	25,050	25,136	25,350
Total Program Budget	\$234,028	\$879,987	\$905,870	\$821,115

PLANNING & DESIGN SERVICES

Planning and Development Services Department

Performance Measures

Program/Service Outputs: (goods, services, units produced)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
Complete 100% of our committed work plan items	n/a	n/a	90%	100%

Program/Service Outcomes: (based on program objectives)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
Strategic Area Plans implemented	n/a	1	1	1

Program Staffing

1 Full-time	DSGN STUDIO PLANNER	1.00
1 Full-time	PLANNING & DEV DIRECTOR	1.00
5 Full-time	SR PLANNER	5.00
Total Program FTE		7.00

Prior Year Highlights

Prior Year Highlights for City programs are currently being finalized by the staff and will be included in the adopted FY 2004/05 budget.

CURRENT PLANNING SERVICES

Program Description

The Current Planning Services program implements community expectations to maintain Scottsdale's unique character and quality design standards through the professional review/analysis of development applications per the General Plan, Zoning Ordinance, and Scottsdale Design

Trends

Work with Citizens to build and preserve Scottsdale as a great community. Citizens expect additional information and details as part of the consideration and deliberation process; and also expect to be involved in policies that affect their communities.

Program Broad Goals

Ensure timely and comprehensive community involvement in the processing of development request.

Achieve community goals through comprehensive, consistent professional analysis and assessment of all projects and phases.

Provide consistent, dependable and value added service for all stakeholders (internal and external) by delivering quality services within stated timeframes.

Program 2004/05 Objectives

Provide public hearing notification for public hearings that meet legal requirements, including legal ads, site posting, and property owner notification.

Ensure that all case materials are reviewed, edited, approved in accordance with the internal division timeline charts.

Provide applicant with pre-application meeting within 30 days of submitting request.

Program Provided in Partnership With

Scottsdale citizens, Development Review Board, Planning Commission, Board of Adjustment, Citizen & Neighborhood Resources, Transportation, Preservation, Water Resources, Community Services

Program Customers

Scottsdale citizens, City Council, property owners, development professionals, City employees

City Council's Broad Goal(s)

Preservation

Basic Equipment

Personal computers, LaserJet printers, fax machines, plotter, scanner, label maker, laminator, telephones

Special Equipment

Community Development System (CDS), Microstation, Adobe products, Illustrator, Photoshop, ArcView, 3D analyst, Visio, WinZip, Arc Explorer, FrontPage, Microsoft Project, Tiff Surfer, AutoCAD, IntelliCad, Spatial Analyst

Resources by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
General Fund Program Fee/Charges	\$1,806,551	\$2,251,260	\$2,265,540	\$2,594,889
Total Program Revenues	\$1,806,551	\$2,251,260	\$2,265,540	\$2,594,889

Expenditures by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
Personal Services	\$1,527,052	\$1,796,893	\$1,796,893	\$2,167,825
Contractual Services	215,630	417,437	417,564	381,854
Commodities	63,869	36,930	51,083	45,210
Total Program Budget	\$1,806,551	\$2,251,260	\$2,265,540	\$2,594,889

CURRENT PLANNING SERVICES

Planning and Development Services Department

Performance Measures

Program/Service Outputs: (goods, services, units produced)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
Provide applicant with pre-application meeting within 30 days of submitting request	n/a	n/a	98%	100%
Develop surveys for City Council, as well as Boards and Commissions surveys to assess if the quality of information provided meets their expectations	n/a	1 survey	2 surveys	4 surveys

Program/Service Outcomes: (based on program objectives)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
Provide applicant with letter identifying issues within 30 days of formal submittal	n/a	n/a	95%	99%

Program Staffing

1 Full-time	ADMINISTRATIVE SECRETARY	1.00
6 Full-time	ASSOCIATE PLANNER	6.00
1 Full-time	CHIEF PLANNING OFFICER	1.00
1 Full-time	DEV PLANNING MANAGER	1.00
1 Full-time	ENGINEERING TECH I	1.00
1 Full-time	ENVIRON COORD	1.00
5 Full-time	PLANNER	5.00
1 Full-time	PLANNING & DEV DIRECTOR	1.00
4 Full-time	PLANNING ASSISTANT	4.00
3 Full-time	PROJ COORD MANAGER	3.00
1 Full-time	SECRETARY	1.00
5 Full-time	SR PLANNER	5.00
1 Full-time	ZONING & DESIGN MANAGER	1.00
Total Program FTE		31.00

Prior Year Highlights

Prior Year Highlights for City programs are currently being finalized by the staff and will be included in the adopted FY 2004/05 budget.

PLAN REVIEW & PERMIT SERVICES

Program Description

The Plan Review & Permit Services program delivers quality customer service through the timely review and processing of building and engineering plans and permits. In addition, maintain, archive, and provide access to development-related information including case files, maps, and permits.

Trends

Work with Citizens to build and preserve Scottsdale as a great community. Customers paying user fees are expecting higher levels of service.

Program Broad Goals

Provide timely and quality construction document review for engineering, building, planning, and fire plan submittals.

Provide efficient and timely service to our customers submitting applications for permits, over the counter plan reviews, plan reviews and zoning inquiries to the One Stop Shop.

Facilitate community and organizational involvement in the processing of liquor licenses and special events permits.

Program 2004/05 Objectives

Complete plan review within thirty calendar days.

Complete over the counter reviews within 24 hours.

Process liquor license applications with 60 days and special events applications at least two weeks in advance of the proposed event.

Program Provided in Partnership With

Scottsdale citizens, Special Events Committee, Code Enforcement, Information Systems, Water Resources, Accounts Payable, Police

Program Customers

Scottsdale citizens, City Council, homeowners, developers, contractors, business owners, other City departments

City Council's Broad Goal(s)

Neighborhoods, Preservation

Basic Equipment

Personal computers, telephones, Laser printers, fax machines, scanners, plotters, microfiche reader-printers

Special Equipment

Community Development System (CDS), Cashiering for Windows, credit card authorization, *SmartStream*, Land Information System (LIS), Info Image Imaging software, Kofax Ascent scanning software, high-speed scanners, color engineering scanner, Tiff Surfer, Microstation, AutoCAD, IntelliCad, building plan review software

Resources by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
General Fund Program Fee/Charges	\$3,405,906	\$3,885,066	\$3,884,104	\$4,011,036
Special Revenue Fund Support	\$20,475	\$20,000	\$26,000	\$20,608
Total Program Revenues	\$3,426,381	\$3,905,066	\$3,910,104	\$4,031,644

Expenditures by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
Personal Services	\$2,947,455	\$3,474,673	\$3,474,673	\$3,531,935
Contractual Services	413,430	355,591	360,629	424,307
Commodities	47,347	74,802	74,802	75,402
Capital Outlays	18,149	-	-	-
Total Program Budget	\$3,426,381	\$3,905,066	\$3,910,104	\$4,031,644

PLAN REVIEW & PERMIT SERVICES

Planning and Development Services Department

Performance Measures

Program/Service Outputs: (goods, services, units produced)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
Building Plans reviewed	n/a	7,200	7,300	7,500
Customer wait-time	n/a	n/a	45 minutes	25 minutes

Program/Service Outcomes: (based on program objectives)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
Complete plan review within thirty calendar days	n/a	n/a	93%	95%
Process liquor license applications with 60 days and special events applications at least two weeks in advance of the proposed event	n/a	n/a	95%	98%

Program Staffing

1 Full-time	ADMINISTRATIVE SECRETARY	1.00
1 Full-time	ASSOCIATE PLANNER	1.00
1 Full-time	BUILDING COORD MANAGER	1.00
1 Full-time	BUILDING INSPECTOR SUPERVISOR	1.00
1 Full-time	BUILDING OFCL	1.00
1 Full-time	BUILDING PLANS REVIEWER	1.00
1 Full-time	CHIEF DEV OFFICER	1.00
4 Full-time	CIVIL ENGINEER	4.00
1 Full-time	DEV ENGINEERING MANAGER	1.00
2 Full-time	DEV SERVICES MANAGER	2.00
4 Full-time	DEV SERVICES REP	4.00
1 Full-time	ENGINEERING COORD MANAGER	1.00
2 Full-time	ENGINEERING TECH I	2.00
1 Full-time	PLANNING & DEV DIRECTOR	1.00
1 Full-time	PLANNING COORD MANAGER	1.00
1 Full-time	PLANS COORD	1.00
4 Full-time	PLANS EXAM	4.00
1 Full-time	PRINCIPLE PLANNER	1.00
1 Full-time	PUBLIC WORKS PLANNER	1.00
1 Full-time	SECRETARY	1.00
1 Full-time	SIGN INSPECTOR	1.00
4 Full-time	SR CIVIL ENGINEER	4.00
5 Full-time	SR PLANS EXAM	5.00
1 Full-time	SR STRUCTURAL ENGINEER	1.00
1 Full-time	SYSTEMS INTEGRATOR	1.00
1 Full-time	TECH COORD	1.00
Total Program FTE		44.00

Prior Year Highlights

Prior Year Highlights for City programs are currently being finalized by the staff and will be included in the adopted FY 2004/05 budget.

INSPECTION & LAND SURVEY SERVICES

Program Description

The Inspection & Land Survey Services program assures compliance with all applicable building, engineering, planning & land survey codes and ordinances.

Trends

Work with Citizens to build and preserve Scottsdale as a great community. Heightened citizen and customer expectations in all areas of inspection.

Program Broad Goals

- Provide quality and timely inspections.
- Accurately survey new infrastructure (pavement, waterlines, sewer lines, etc) in a timely manner.
- Leverage technology to improve efficiency and ease of customer accessibility.

Program 2004/05 Objectives

- All inspections comply with City Codes & Ordinances and Maricopa Association of Government specifications.
- All projects and infrastructure is in compliance with case stipulations.
- Inspection scheduling via automated systems.

Program Provided in Partnership With

Scottsdale citizens, Water Resources, Transportation Department, Municipal Services, Risk Management

Program Customers

Scottsdale citizens, City Council, homeowners, developers, contractors, business owners, utility companies, other City departments

City Council's Broad Goal(s)

Neighborhoods, Preservation, Transportation

Basic Equipment

Personal computers, network printers, telephones, fax machines, plotter, scanner, ruggedized laptops, cell phones, GPS land surveying devices, plotter, large copier

Special Equipment

Community Development System (CDS), Cashiering for Windows, credit card authorization, *SmartStream*, Microstation, Axion, WinZip, Eagle Point, Trimble Survey Controller, Trimble Reference Station, Trimble Geomatic Office, Trimble GPS Receiver, Star Plus, Pendragon Form, electronic leveler, MS Publisher, MS FrontPage, Adobe Acrobat

Resources by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
General Fund Program Fee/Charges	\$4,182,840	\$4,541,082	\$4,581,497	\$4,395,556
Total Program Revenues	\$4,182,840	\$4,541,082	\$4,581,497	\$4,395,556

Expenditures by Type

	Actual 2002/03	Adopted 2003/04	Estimate 2003/04	Proposed 2004/05
Personal Services	\$3,407,432	\$3,739,413	\$3,739,413	\$3,753,532
Contractual Services	711,606	734,875	770,002	575,230
Commodities	49,876	66,794	72,082	66,794
Capital Outlays	13,926	-	-	-
Total Program Budget	\$4,182,840	\$4,541,082	\$4,581,497	\$4,395,556

INSPECTION & LAND SURVEY SERVICES

Planning and Development Services Department

Performance Measures

Program/Service Outputs: (goods, services, units produced)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
Inspections performed	n/a	180,000	182,000	185,000
Certificate of Occupancy	n/a	3,800	3,100	3,200

Program/Service Outcomes: (based on program objectives)

	Actual FY 2001/02	Actual FY 2002/03	Projected FY 2003/04	Projected FY 2004/05
% of inspections performed within 24 hours	n/a	n/a	97%	100%
Inspection scheduling via automated systems	n/a	n/a	78%	80%

Program Staffing

15 Full-time	BUILDING INSPECTOR	15.00
1 Full-time	BUILDING INSPECTOR COORD	1.00
1 Full-time	BUILDING INSPECTOR MANAGER	1.00
1 Full-time	BUILDING INSPECTOR SUPERVISOR	1.00
2 Full-time	CITIZEN SERVICES ASSISTANT	2.00
3 Full-time	CITIZEN SERVICES REP	3.00
2 Full-time	FIELD ENGINEERING COORD	2.00
1 Full-time	LAND SURVEY COORD	1.00
1 Full-time	LAND SURVEY MANAGER	1.00
1 Full-time	OFFICE COORD MANAGER	1.00
1 Full-time	PLANNING & DEV DIRECTOR	1.00
1 Full-time	PLANNING INSP COORD	1.00
1 Full-time	PLANNING INSP MANAGER	1.00
5 Full-time	PLANNING INSPECTOR	5.00
8 Full-time	PUBLIC WORKS INSPECTOR	8.00
1 Full-time	SURVEY TECH I	1.00
6 Full-time	SURVEY TECH II	6.00
1 Full-time	SURVEY TECH III	1.00

Total Program FTE 52.00

Prior Year Highlights

Prior Year Highlights for City programs are currently being finalized by the staff and will be included in the adopted FY 2004/05 budget.



City of Scottsdale, Arizona

Proposed FY 2004/05 Budget

Capital Improvement Plan

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Volume Three

City Council

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Mary Manross, Mayor
Wayne Ecton, Vice Mayor
Robert W. Littlefield
Ned O'Hearn
David Ortega
Roberta Pilcher
Tom Silverman

Administrative Staff

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Jan M. Dolan,
City Manager
Barbara Burns,
Assistant City Manager
Ed Gawf,
Deputy City Manager
Roger Klingler,
Assistant City Manager
Craig Clifford, CPA
Chief Financial Officer
Art Rullo,
Budget Director



**City of Scottsdale
Proposed FY 2004/05 Budget
Volume Three
Capital Improvement Plan
Fiscal Years 2004/05 - 2008/09**

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Mayor and City Council's Mission

It is the mission of the City of Scottsdale to build citizen trust by fostering/practicing open, accountable, and responsive government; to provide quality services; to provide long-term prosperity; to preserve Scottsdale's unique southwestern character; to plan and manage growth in harmony with its desert surroundings; and to promote livability by enhancing and protecting its neighborhoods. Quality of life for residents and visitors shall be the paramount consideration.



Mary Manross, Mayor

Mary Manross was elected Mayor of Scottsdale in May 2000 after eight years as a councilwoman. Mayor Manross is a member of the National League of Cities (NLC) Transportation Infrastructure Steering Committee, the primary group responsible for the NLC's National policy on transportation. Mayor Manross also chairs Valley Metro, serves as President of the Arizona Municipal Water Users Association (AMWUA), is on the Executive Committee of Maricopa Association of Governments (MAG), is an executive board member of The League of Arizona Cities and Towns and active with the Arizona Town Hall and Arizona Women in Municipal Government. Prior to her time in elected office, Mayor Manross held positions of leadership in community, education and church organizations. A thirty-year resident of Scottsdale, Mayor Manross holds a bachelor degree in Political Science and a secondary teaching credential.

Mayor and City Council's Broad Goals

Goal A: Neighborhoods

Enhance and protect a diverse, family-oriented community where neighborhoods are safe, protected from adverse impacts, and well maintained.

Goal B: Preservation

Preserve the character and environment of Scottsdale.

Goal C: Transportation

Provide for the safe, efficient and affordable movement of people and goods.

Goal D: Economy

Position Scottsdale for short- and long-term economic prosperity by stabilizing, promoting, strengthening, stimulating, expanding and diversifying our economic resources.

Goal E: Fiscal and Resource Management

Ensure Scottsdale is fiscally responsible and fair in its management of taxpayer money and city assets, and coordinates land use and infrastructure planning within the context of financial demands and available resources.

Goal F: Open and Responsive Government

Make government accessible, responsive and accountable so that pragmatic decisions reflect community input and expectations.



Vice Mayor Wayne Ecton

Councilman Wayne Ecton was elected to his first term on the Scottsdale City Council in March 2002. He previously served on the 2001/2002 Citizens Budget Committee and the Big Box Ideas Team, which helped the city develop an ordinance to regulate the placement and appearance of "big box" retail buildings. A Scottsdale resident since 1996, Councilman Ecton is a member of the Coalition of Pinnacle Peak, the Greater Pinnacle Peak Homeowners Association, Friends of the McDowell Land Trust and the Foothills Community

Foundation. He also is a member of the Scottsdale Center for the Arts, the Art Alliance for Contemporary Glass, the American Craft Council and the Glass Art Society. Councilman Ecton retired from Alcoa after 33 years in high-level financial management positions in the U.S. corporate headquarters and International and U. S. operating locations. Councilman Ecton holds a bachelor's degree in business. He was also a member of the Financial Executives Institute until his retirement.



Councilman Robert W. Littlefield

Councilman Robert W. Littlefield was elected to his first term on the Scottsdale City Council in May 2002. He is the founder and president of NetXpert Systems, Inc., a Scottsdale-based computer company. He also is a commercial pilot and flight instructor. Councilman Littlefield has been involved in a variety of civic, youth and professional organizations. He is a member and former director of the Arizona Software & Internet Association, the Arizona Pilot's Association, Aircraft Owners and Pilots Association, National Federation of

Independent Business, American Legion, Kiwanis Club and Civitan. A Vietnam combat veteran, Councilman Littlefield served in the U.S. Army from 1968 to 1970 and in the Arizona Army National Guard from 1971 to 1974. Councilman Littlefield holds a bachelor's degree in engineering from Arizona State University.



Councilman Ned O'Hearn

Councilman Ned O'Hearn was elected to his first term on the Scottsdale City Council in May 2000. Councilman O'Hearn is Executive Vice President of ONCOR International - an international service organization based in Washington, D.C., that is comprised of and owned by 54 independent commercial real estate brokerage companies around the world. He is a facilitator, trainer and coordinator of business activities. With a master's degree in city planning from San Diego State University, Councilman O'Hearn holds a particular

interest in the ways cities prepare for and respond to demographic and economic change. Councilman O'Hearn was born in Massachusetts and received his bachelor's degree in English from The College of The Holy Cross. He served as an officer in the Navy with Vietnam service.



**Councilman
David Ortega**

Councilman David Ortega was elected to his first term on the Scottsdale City Council in May 2000. Councilman Ortega graduated with a degree in Architecture from the University of Arizona, with additional studies at La Salle Arquitectura in Mexico City, Mexico. In 1978,

he interned with Bennie Gonzales, the award-winning architect who designed Scottsdale City Hall, the Scottsdale Center for the Arts, and the original Civic Center Library. Mr. Ortega opened his own architectural firm in downtown Scottsdale in 1984. His professional work includes a wide variety of residential and commercial projects in Arizona and California. In addition, he has completed a number of *pro bono* projects, including the Chrysalis Shelter for Victims of Domestic Violence and the Saint Maria Goretti Catholic Church. Councilman Ortega has been an active member of the American Institute of Architects since 1984. In addition to his professional work, Councilman Ortega has been very active in community civic, educational, and charitable organizations since becoming a Scottsdale resident in 1979.



**Councilwoman
Roberta Pilcher**

Councilwoman Roberta Pilcher was appointed to the Scottsdale City Council in November 2003 to fill a vacancy due to the resignation of another Council member. She will serve through June 2004. A retired special education

teacher, Councilwoman Pilcher has lived in Scottsdale 43 years and in Arizona for more than six decades. She has been involved in numerous city, civic and community causes. Her service to Scottsdale city government includes stints on the original Scottsdale Town Enrichment Program - or STEP - Committee in the mid-1960s, as a participant in Brookings Institute planning seminars in the early 1970s, and as a participant in the Scottsdale 2020 long-range planning process in the mid-1990s. She also has been a member and chairman of the Library Board, a member of the Historic Preservation Commission and a member of the Council Districts Advisory Task Force. She holds a bachelor's degree in education from Arizona State University.



**Councilman
Tom Silverman**

Councilman Tom Silverman was elected to his first term on the Scottsdale City Council in March 2000. A resident since 1953, Councilman Silverman's civic involvement includes terms as president of the Scottsdale Chamber of Commerce and the Scottsdale Foundation for the

Handicapped. He has served on the board of directors of the Scottsdale Memorial Hospital Foundation and the Scottsdale Chamber of Commerce Foundation, in addition to the advisory boards of the Scottsdale Historical Society, Scottsdale Leadership and the McDowell Sonoran Land Trust. Councilman Silverman is a Scottsdale Charros life member. He was chairman of the Governor's Tourism Advisory Council for the Arizona Office of Tourism and served on the Scottsdale Hospitality Commission. Councilman Silverman is the co-owner and general manager of Scottsdale's Chaparral Suites Hotel. He is a graduate of Scottsdale High School, Arizona State University and the first Scottsdale Leadership class. In 1991, he received the Frank W. Hodges Alumni Achievement Award from Scottsdale Leadership and also was named "Citizen of the Year" by the Scottsdale Association of Realtors.

**Jan M. Dolan,
City Manager**

Janet M. Dolan has been City Manager of Scottsdale since August 2000. Prior to her arrival in Scottsdale, she served 10 years as City Manager of Menlo Park, California. From 1984 to 1990, she served as Assistant City Manager in Santa Rosa, California,

where she was responsible for labor relations and oversaw the Public Works, Recreation and Parks, Community Development and Utilities departments. From 1982 to 1984 she served as Assistant to the City Manager of Reno, Nevada and as Director of Administrative Services/Administrative Assistant in Great Falls, Montana, from 1979 to 1984. Ms. Dolan has a Bachelor of Arts degree with honors from the University of Montana, graduate coursework in public administration from Montana State University, and leadership training at the Senior Executive Institute for Government Officials at the University of Virginia. As Scottsdale's City Manager, she is a member of the management committees for the Maricopa Association of Governments, the Regional Public Transportation Authority and the Southwest Regional Operating Group, which oversees wastewater operations for a consortium of Valley cities.

**Barbara Burns,
Assistant City Manager**

Barbara Burns was appointed Assistant City Manager in 1990 and has responsibility for overseeing the following Departmental areas; Financial Services, Community Services, Information Systems and WestWorld. Barbara has been with the City of Scottsdale since 1975, working in a number of program areas prior to her current position. Before coming to work in Scottsdale, she was employed in State and County government and the private sector.

Barbara received her Masters Degree in Business Administration from Arizona State University and Bachelors of Arts Degree in Psychology from Akron University in Ohio. She serves on the Board of Directors for the Cactus League Baseball Association and is a graduate and member of Valley Leadership Class IV. She is also a member of the International City Management Association and the Arizona City/County Management Association.

**Ed Gawf,
Deputy City Manager**

Ed Gawf was appointed to the City of Scottsdale's new Deputy City Manager position in September 2001. His responsibilities include overseeing the City's Transportation, Planning Systems, Citizen & Neighborhood Resources and Preservation Departments.

Ed began his career as a Planner with the City of Arvada, Colorado before moving on to Boulder where he held several positions, including Director of Planning. As Ed's career developed, he moved to San Jose, California where he served in a variety of roles including the Deputy Director of Planning, Building and Code Enforcement. Before moving to Scottsdale, Ed was the Director of Planning and Community Environment for the City of Palo Alto, California. In this role, Ed oversaw the transportation, building and planning processes of the City. He holds a Bachelor of Arts as well as a Masters degree, both in Political Science, from Oklahoma State University, and is a member of the American Institute of Certified Planners.

**Roger Klingler,
Assistant City Manager**

Roger Klingler was appointed Assistant City Manager in February, 1998, and has responsibility for overseeing the City's Water Resources, Municipal Services Departments, and Intergovernmental Relations and the implementation of the City's \$800 million CIP Program. He has served the City since 1979 in several capacities. He was Water Resources General Manager from 1994 to 1998, and Assistant General Manager from 1990 to 1994.

Mr. Klingler previously served the City as Assistant to the City Manager for Intergovernmental Relations, representing the City before the State Legislature and other state, federal and local agencies. He also worked as a Management Assistant in the City's office of Management and Productivity, analyzing and implementing productivity improvements in various City Departments.

He received his Master's Degree in Public Administration and Bachelors of Arts Degree in Political Science from Michigan State University. Mr. Klingler is on the Board of Managers for the Scottsdale/Paradise Valley YMCA, is a graduate of Valley Leadership Class XII, and Scottsdale Leadership Class I, and is a member of the International City Management Association and the Arizona City/County Management Association.

Craig Clifford, CPA, Chief Financial Officer

Craig Clifford is a Certified Public Accountant and Certified Government Financial Manager, hired by the City in 1992. Prior to joining the City he served as Accounting Manager, Budget Manager and Auditor for other Arizona municipalities and worked in the banking industry. He earned undergraduate degrees in Business Management and Accounting from Arizona State University and a Masters in Business Administration with honors from the University of Phoenix. He is also a graduate of The Advanced Government Finance Institute sponsored by the Government Finance Officers Association (GFOA), the Advanced Public Executive Program sponsored by Arizona State University, and the College for Financial Planning, Denver, Colorado. He currently serves on the GFOA Executive Board, served on the GFOA Budget and Management subcommittee, and is Past President of the Arizona Finance Officers Association. He is a member of the Arizona Society of CPAs, American Institute of CPAs, Association of Government Accountants, Municipal Treasurer's Association and Diplomat of the American Board of Forensic Accounting.

Art Rullo, MPA, Budget Director

Art Rullo joined the Financial Services staff as Budget Director in August of 2002. Art holds a Bachelor of Science degree in Accounting from Saint Vincent College and a Masters of Public Administration degree from the University of Pittsburgh. Over his professional career Art has worked for large urban city and county governments as well as an international public accounting firm. His professional designations include Certified Government Finance Manager (CGFM) and a Certified Public Finance Officer (CPFO). Art also serves as a budget reviewer for the Government Finance Officers Association.

Jeff Nichols, CPA, Senior Budget Analyst

Jeff Nichols is a Certified Public Accountant hired by the City in September 2001. Prior to joining the City, he served as a Senior Management Assistant and as an Accountant with the City of Tempe. Jeff also worked in the field of public accounting before moving to Arizona in 1986. Jeff holds a Bachelor of Science in Business Administration degree with an emphasis in Accountancy from Central Michigan University.

Capital Improvement Plan Coordination Teams

The **Capital Improvement Plan Coordination Teams** are comprised of staff from various City departments. The teams are responsible for reviewing all capital projects (construction and technology) for timing and cost considerations, compiling lifecycle costs, and preparing a preliminary capital improvement plan recommendation for review and revision by the General Managers, City Manager, Deputy/Assistant City Managers, Chief Financial Officer, Budget Director, CIP Coordinator, City Council and various boards and commissions comprised of citizens.

CIP Construction Review Team

Municipal Services Department
Joe Gross and Alex McLaren

Transportation Department
Dave Meinhart

Financial Services Department
Jeff Nichols

Planning and Development Services Department
Tim Conner

Community Services Department
Don Penfield

Information Systems Department
Rich Peterson

CIP Technology Review Team

Information Systems Department

Jennifer Jensen

John Krusemark

Mark Ledbetter

Cindy Sheldon

Joe Stowell

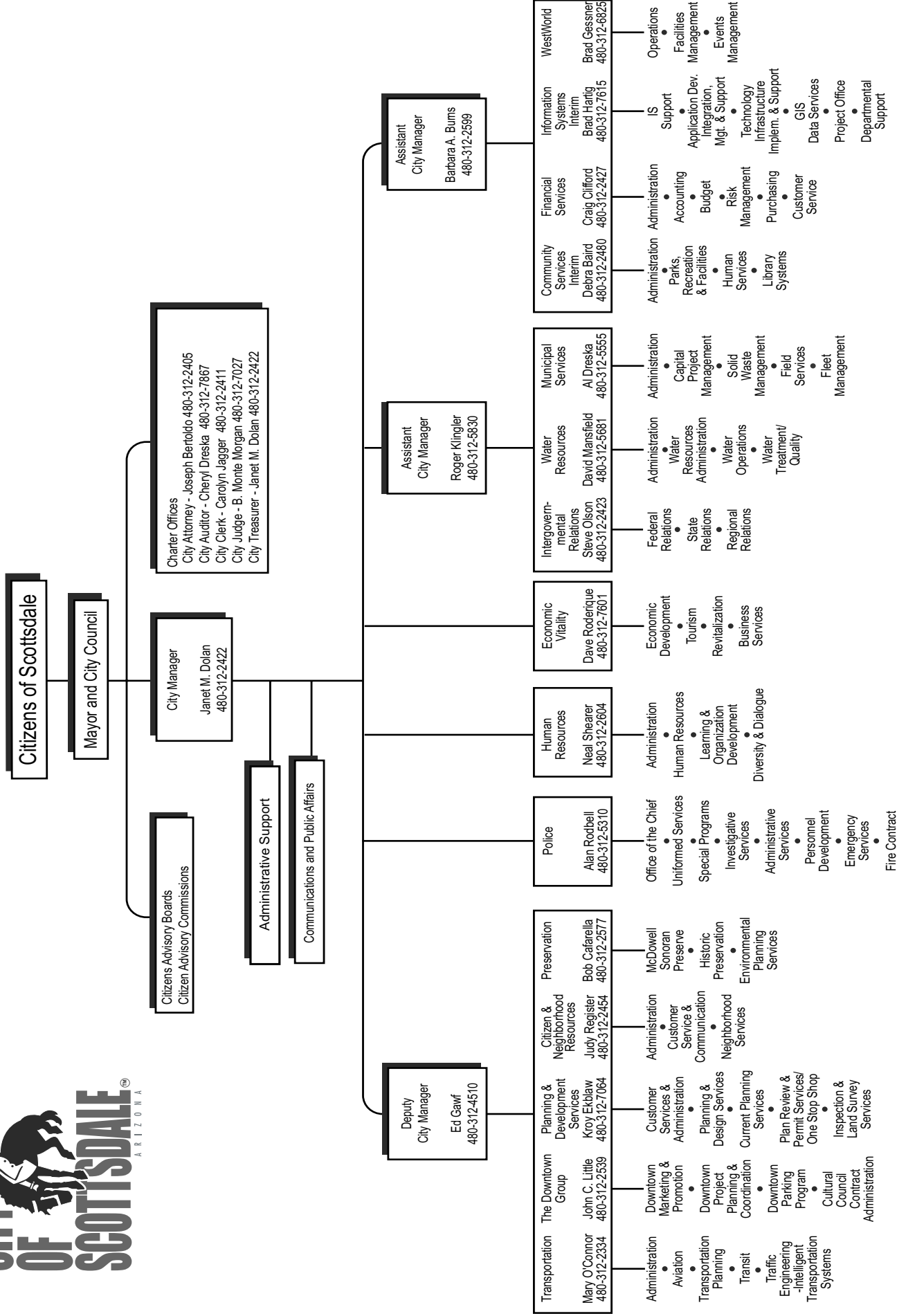
Eric Wood

Community Services Department
Jason Song

Financial Services Department
Jacob Beard

Police Department
Mike Morrison

CITY ORGANIZATIONAL CHART



Origin and Growth

Scottsdale is centrally located in Maricopa County, Arizona, with its boundaries encompassing an area approximately 185.2 square miles. Lying at an elevation of 1,260 feet above sea level, the City averages 314 days of sunshine and 7.74 inches of rainfall per year, with the average minimum and maximum temperatures ranging from 55.7 degrees to 84.6 degrees, respectively. The City is bordered to the west by Phoenix, the state capital, by Tempe to the south, and by the Salt River/Pima Maricopa Indian Community to the east. Scottsdale, together with its neighboring cities, forms the greater metropolitan Phoenix area, which is the economic, political, and population center of the state.

Scottsdale was founded in the 1800's when retired Army Chaplain Major Winfield Scott homesteaded what is now the center of the City. The City incorporated in 1951 and the City Charter, under which it is presently governed, was adopted in 1961. The City has experienced significant increases in population, with the 1950 census reporting 2,032 residents. The City's 1990 census was 130,069. The population grew to 168,176 in October 1995 and is estimated to grow to approximately 216,640 by January 2003 and an estimated 221,033 in January 2004.

Government and Organization

Scottsdale operates under a council-manager form of government as provided by its Charter. The Mayor and six City Council members are elected at large on a non-partisan ballot for a four-year term. The City Council appoints the City Manager, who has full responsibility for carrying out Council policies and administering City operations. The City Manager, in turn, appoints City employees and department General Managers under service procedures specified by Charter.

Employment

Scottsdale is creating jobs faster than it is adding to its labor force, and thus is a net importer of jobs. Not only does this situation create employment opportunities for the residents, but it also creates a significant business component to the local tax base. The unemployment rate is lower than state and metro levels and is approximately 3.7% (May 2003).

Transportation

Scottsdale's transportation network offers citizens a variety of mobility choices. The Pima and Red Mountain Freeways and City streets let people move into and around the City. The advanced technology of Intelligent Transportation Systems detection and signalization make getting around faster, especially during special events like the Phoenix Open. Local and regional bus routes and alternative modes of transportation such as Cab Connection and bicycles provide additional access to this extraordinary City. Scottsdale Airport, operated by the City, provides general aviation and worldwide charter air service. The Transportation Department's divisions are Aviation, Traffic Engineering, Transportation Master Planning, Capital Improvement Projects Planning, and Administration. They work together to support the mission of protecting neighborhoods and providing for safe, efficient and affordable movement of people and goods in Scottsdale.

Educational Facilities

Several institutions of higher learning are available to City residents. Scottsdale Community College, a part of the Maricopa Community College System, is located on the eastern border of the City, on the Salt River/Pima Maricopa Indian Community. The college is a two-year college which offers a wide variety of academic, occupational, developmental, and special interest programs. Arizona State University, one of the major universities in the nation, is located in Tempe just south of the City. The University has approximately 45,700 students, graduate and undergraduate, a choice of 12 colleges and has 1,822 full-time faculty members. Other higher educational facilities include the University of Phoenix and the Scottsdale Culinary Institute. The City is also served by 25 public elementary and middle schools, 5 public high schools, and a number of private schools.

Tourism

Tourism is one of Scottsdale's largest industries and is a significant contributor to Scottsdale's economy. Numerous resort and convention facilities, along with many hotels and motels, provide nearly 10,000 guest rooms, along with many public and private golf courses and tennis courts, and several country clubs. The number of rooms is expected to remain stable through 2003. More than 2,500 retail shops, boutiques, and galleries are located throughout the City and a selection of almost 400 restaurants is available. These services and facilities, complemented by the mild winter, have made Scottsdale a popular vacation spot for tourists and winter visitors.

Demographics

The following tables provide additional demographic statistics for the City of Scottsdale and its citizenry from the 2000 U.S. Census.

Gender

Male	48.2%
Female	51.8%

Age Composition

Under 5 years	5.2%
5 – 14 years	11.1%
15 – 24 years	9.7%
25 – 54 years	45.5%
55 – 59 years	6.5%
60 – 74 years	14.5%
75 – 84 years	5.8%
85+	1.8%
Median age (years)	42.1

Occupational Composition

Technical/Sales	20.0%
Administrative/Support	18.0%
Managerial & Professional	23.0%
Service/Labor	4.0%
Craft/Construction	35.0%
Retired/Student	

Race/Ethnic Origin

White	88.0%
Hispanic	7.0%
Asian	2.0%
African American	1.2%
American Indian6%
Other	1.2%

Educational Attainment

4 or more years of college	44.1%
1 – 3 years of college	33.3%
High School Diploma	16.2%
Less than High School Diploma	6.4%

Land Use

Residential	63.0%
Undeveloped/Agricultural	25.0%
Industrial/Commercial	12.0%

Population

1951	2,021
1960	27,010
1965	54,504
1970	67,841
1975	78,085
1980	84,412
1985	92,844
1990	130,069
1995	168,176
2000	202,705
January 2004 estimate	220,480

Household Income

Less than \$15,000	8.5%
\$15,001- \$29,000	13.4%
\$30,000 - \$39,000	10.3%
\$40,000 – \$59,999	18.0%
\$60,000+	49.8%
Median Household Income	\$59,873

[Source: City of Scottsdale, Economic Vitality Department]



Budget Award for Fiscal Year 2003/04 Budget

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation award to the City of Scottsdale, Arizona for its annual budget for the fiscal year beginning July 1, 2003. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as a financial plan, as an operations guide, and as a communications device.

The award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to the GFOA to determine its eligibility for another award.

FY 2004/05 Budget - How to Use This Book - Volume Three

The City of Scottsdale's budget for FY 2004/05 is comprised of three volumes:

Volume One includes the City Council's Mission Statement and Broad Goals, the City Manager's Transmittal Letters, and Adopted Financial Policies. The Five-Year Financial Plan covers the period FY 2004/05 through FY 2008/09, which forecasts results of operations by fund and incorporates the operating expenses of capital improvements for the period.

Volume Two presents the individual programs within each department. The publication includes specific information about the program descriptions, goals and objectives, customers, partners, and staffing, along with a summary of the program operating budgets by expenditure category and the applicable funding sources.

Volume Three includes the Capital Project Budget and Five-Year Capital Improvement Plan with more detailed information for each project. Projects accounted for in Enterprise funds are also included in the Capital Project Budget. Capital Project Budget funding sources are matched with budgeted expenditures. All future year operating impacts are noted in the Capital Budget and are included in the Five-Year Financial Plan.

Five-Year Capital Improvement Plan - Volume Three

The **Overview** section of Volume Three covers why the City has a Capital Improvement Plan (CIP), the guidelines used to determine whether a project is a capital project, and the City's capital project review process – review teams and prioritization criteria. The CIP review teams and prioritization criteria describe in detail the measures used by the City's two separate CIP teams to rate the various proposed construction related and technology related capital projects. The CIP review process also covers senior managements involvement. Next, is a summary of the various funding sources used to pay for CIP projects. This section concludes with the CIP Fund Summary and the Five-Year Plan.

The **Project List** section summarizes the City's capital projects in alphabetical order and reflects each project's adopted FY 2004/05 budget with the forecasted funding through FY 2008/09. The forecasted funding, which includes FY 2005/06 through FY 2008/09, was not adopted by City Council as part of the FY 2004/05 budget adoption. This information serves as part of the City's long-term capital plan process and will be revisited and updated in future budget reviews. This section also includes a four-year summary of the operating costs associated with the capital projects. The operating impacts for projects completed prior to or during FY 2004/05 are calculated and included in the Program Operating Budget. The **Project Descriptions** section provides detail information on each of the City's capital projects, such as geographic location , project description , funding source(s) and project number, if applicable.

The capital budget authorizes and provides the basis for control of expenditures for the acquisition of significant City assets and construction of all capital facilities. A five-year Capital Improvement Plan (CIP) is developed and updated annually, including anticipated funding sources. Capital budget appropriations lapse at the end of the fiscal year; however, they are re-budgeted until the project is complete and capitalized. As capital improvement projects are completed, the operation of these facilities is funded in the Program Operating Budget.

The Program Operating Budget authorizes and provides the basis for control of operating expenditures for both internal and citizen services, including operating and maintaining new capital facilities. Program Operating Budget appropriations lapse at the end of the fiscal year. The Program Operating Budget is funded with recurring annual revenues such as taxes, licenses, fines, user fees, and interest income.

The following guidelines determine what is a CIP project:

- Relatively high monetary value (at least \$25,000)
- Long life (at least five years)
- Results in creation of a fixed asset, or the revitalization of a fixed asset

Included within the above definition of a Capital project are the following items:

- Construction of new facilities
- Remodeling or expansion of existing facilities
- Purchase, improvement and development of land
- Operating equipment and machinery for new or expanded facilities
- Planning and engineering costs related to specific capital improvements
- Street construction, reconstruction, resurfacing or renovation

FIVE-YEAR CAPITAL IMPROVEMENT PLAN *Capital Improvement Plan*

In general, automotive and other rolling stock, personal computers, and other equipment not attached to or part of new facilities are not to be included as a CIP project. The exception to this is when the total dollar amount of all the items are of a considerable value that they are grouped together and considered as a single capital project.

The City of Scottsdale uses two cross-departmental CIP Coordination Teams, one for review of construction related projects and the other for review of technology related projects. The **Construction Review Team** (see appendix for a list of staff names) consists of seven individuals from a variety of programs and professional disciplines to review project submissions and ensure that:

- Projects are scoped properly (a building has ADA access, includes telephones, computers, etc.)
- Infrastructure components are coordinated (a waterline is installed at the same time as a roadway improvement at a specific location)
- Long-term operating impacts are included in estimates (staffing, utility and maintenance costs are considered)
- Timeframes for construction activity and cash flow requirements are realistic
- Projects are coordinated geographically (i.e., not more than one north/south major thoroughfare is restricted at a time), and
- Project costs are reviewed to determine the adequacy of the budget and appropriate funding sources

The **Technology Review Team** (see appendix for a list of staff names) included ten individuals from a variety of programs to review technology project submissions and ensure that:

- Project meets City's current hardware, software and security standards
- If technology will be accessed from remote locations what network bandwidth requirements are needed to support the application
- Long-term operating impacts are included in estimates (training, maintenance and support)
- Who is responsible for funding ongoing maintenance of hardware, operating system, application and database, if applicable
- Who is responsible for day-to-day support
- Does the system require after hours technical support
- Includes funding to cover ongoing monthly communication costs associated with the system, if applicable
- Backups and data retention have been considered
- Disaster recovery and security considerations have been taken into account

While these examples are not exhaustive they provide excellent examples of the value added through project review by cross-departmental teams.

Each department was required to submit both new project requests and justifications to the applicable CIP review team. If the review teams had questions concerning a request the departments were asked to clarify the issue to assist the review team in prioritizing the project against all City needs.

After this far-reaching review process the CIP Review Teams prioritize the program. Projects are prioritized based on City Council's Broad Goals, department priorities, anticipated funding sources, and during the first review the International City/County Management Association (ICMA) Project Prioritization Matrix as adjusted for the City of Scottsdale. The ICMA Prioritization Criteria were obtained from Capital Projects: New Strategies for Planning, Management, and Finance, Copyright 1989, pp 85-87.

The twelve prioritization criteria used by Scottsdale for construction related projects are:

1. **Capital Cost** - This element is for the total cost of constructing or installing the proposed work. Of particular concern in assigning a score for this element is the question of what makes a project a high or low priority. For purposes of this evaluation, use the following rating range:

CAPITAL COST	SCORE
Under \$100,000	5
\$100,000 - \$1,000,000	4
\$1,000,000 - \$5,000,000	3
Over \$5,000,000	2

This "forced" scoring should not be considered adversely with respect to an individual project. It is simply an acknowledgment of the current tight financial status of CIP funds. A project that is relatively expensive that should be deemed an overall high priority project will have its rank bolstered by other evaluation elements in which it will receive high rating scores.

2. **Annual Recurring Costs** - The expected change in operation and maintenance costs. Program operating departments provide year-by-year estimates of the additional costs or reductions likely in the program budget because of the new project. Also to be considered are changes in revenues that may be affected by a project, for example, the loss in property taxes incurred when private land is used for a capital project. See Capital Projects Operating Impacts schedule in the Project List section on page 16.

Capital Improvement Plan **FIVE-YEAR CAPITAL IMPROVEMENT PLAN**

3. **Health and Safety Effects** - This criterion includes health-related environmental impacts like reductions/increases in traffic accidents, injuries, deaths, sickness due to poor water quality, health hazards due to sewer problems, etc.
4. **Community and Citizen Benefits** - Economic impacts such as property values, the future tax base, added jobs, income to citizens, changes in business income, and the stabilization (or revitalization) of neighborhoods. Such impacts may apply more to capital projects related to growth and expansion than to infrastructure maintenance although deteriorating structures can adversely affect business.
5. **Environmental, Aesthetic, and Social Effects** - A catch-all criterion for other significant quality-of-life-related impacts, this includes community appearance, noise, air and water pollution effects, households displaced, damage to homes, effect on commuters, changes in recreational opportunities, etc.
6. **Distributional Effects** - Estimates of the number and type of persons likely to be affected by the project and nature of the impact; for instance, explicit examination of project impact on various geographical areas; on low-moderate income areas; and on specific target groups. Equity issues are central here - who pays, who benefits, and the social goals of the jurisdiction.
7. **Public Perception of Need** - This criterion refers to project assessment of (a) the extent of public support; (b) interest group advocacy and/or opposition.
8. **Feasibility of Implementation** - This element is a measure of (a) special implementation problems (e.g., physical or engineering restraints) and (b) compatibility with the General Plan.
9. **Implication of Deferring the Project** - Deferring capital projects is tempting for hard-pressed governments but an estimate of the possible effects, such as higher future costs and inconvenience to the public, provides valuable guidance in proposal assessment.
10. **Uncertainty of Information Supplied** - Amount of uncertainty and risk - For each proposal, each of the above criteria will have associated with it some degree of uncertainty as to cost estimates, effect on service quality, or impact of new procedures. When substantial uncertainties exist regarding any of the evaluation criteria for any proposal, the City should consider estimating, at least in broad terms, the amount of uncertainty — probability of occurrence — and the magnitude of the likely negative consequences. Few cities generate such information but even “educated guesses” are useful here.

11. **Effect on Interjurisdictional Relationships** - Possible beneficial/adverse effects on relationships with other jurisdictions or quasi-governmental agencies in the area constitute this criterion. Such effects, e.g., waste disposal via landfills in other jurisdictions, are likely to require special regional coordination and could impair the proposal's attractiveness.

12. **Mayor and City Council's Broad Goals** - If a capital project directly addresses the Mayor and City Council's Broad Goals, the relative attractiveness of that project increases.

The ten prioritization criteria used by Scottsdale for technology related projects are:

1. **Capital Cost** - This element is for the total cost of constructing or installing the proposed work. Of particular concern in assigning a score for this element is the question of what makes a project a high or low priority. For purposes of this evaluation, use the following rating range:

CAPITAL COST	SCORE
Under \$100,000	5
\$100,000 - \$1,000,000	4
\$1,000,000 - \$5,000,000	3
Over \$5,000,000	2

Again, this “forced” scoring should not be considered adversely with respect to an individual project. It is simply an acknowledgment of the current tight financial status of CIP funds. A project that is relatively expensive that should be deemed an overall high priority project will have its rank bolstered by other evaluation elements in which it will receive high rating scores.

2. **Annual Recurring Costs** - This element reflects other costs relative to a proposed project, including operation and maintenance costs, licensing costs, and potential revenues generated by the completed project. If a project has potentially high O&M and licensing costs, then a lower rating should be assigned. If a project has the potential of generating revenues, then a higher rating should be assigned. Overall, the score for this element should reflect a compilation of all three factors. See Capital Projects Operating Impacts schedule in the Project List section on page 16.
3. **Technological Infrastructure** - This criterion refers to projects required to maintain the technology infrastructure for essential City operations. This would include such items as networks and servers; telephone PBX, extension or improvements to the Wide Area Network for remote locations, etc. Projects that include elements related to these

items would necessarily be scored higher than projects that don't support the integrity of the technology infrastructure.

4. Service Enhancement And Staff/Citizen Benefits -

This element considers the impacts that a project may have on service and the benefits the project may offer to citizens or staff members. This criterion should be viewed in terms of the numbers of citizens or staff members that may benefit from the project and how a service may be enhanced by the project.

5. Distributional (Cross-Departmental) Effects - This element deals with the extent of influence of a proposed project. The impacts and benefits may be spread over the community at-large or to a specific geographic area or to the entire City staff or to specific City staff at specific locations.

An example of a project that would receive a higher rating score would be a utility billing project where almost all citizens would benefit from the project and some staff members also benefit. Compare this to a transit technology project that targets a specific population, and benefits a limited number of staff members.

6. Feasibility of Implementation - This element is a measure of: (a) special implementation problems, e.g. physical and engineering restraints and (b) compatibility with the City's overall Technology Plan. A project would be considered for higher rating score if it has few restraints to accomplish it and is also compatible with the overall Technology Plan.

7. Implication of Deferring the Project - This element accounts for the downside risk incurred for deferring a project, such as higher future costs, loss of contributions, continued inconvenience to the public and staff, possible constraints to network capacity, deterioration of the City's technology infrastructure or legal liability. In this evaluation, increased implications for delaying a project translates into a higher rating score.

Projects that address the limitations of a system or software package that may render a system unusable if corrective measures are not taken would score high for this element. In addition, a lower score might be in order if future lower costs associated with technology would come into the equation.

8. Uncertainty of Information Supplied - This element measures the success potential of a proposed project. Rating scores should be awarded based on the accuracy of information given by the proposing department, the detail of cost estimates, and the potential of the project going awry due to its very

nature. Lower rating scores will be assigned for projects that, basically, have insufficient information to allow a "good" review of the project for prioritization.

9. Effect on Regional Governance - Rating scores should be determined based on the possible beneficial or adverse effects on a proposed project due to relationships with other jurisdictions or quasi-governmental agencies in the area. Such effects may require special regional coordination that could directly impact the success or scheduling of a project. The identification of such impacts may result in lower rating scores until such issues are resolved.

10. Mayor and City Council's Broad Goals - The question to answer is simply "does it or doesn't it" and, if the proposed project does, to what degree are the Mayor and City Council's Broad Goals being met?

After all proposed projects are prioritized using this criteria, the list of projects is reviewed from two more viewpoints: (1) Does the list stand an "intuitive check"? Do projects fall in the priority order that was "anticipated"?; and (2) Are there any linkages between projects? Are any projects related to each other in such a manner that having them accomplished concurrently would be advantageous? What about sequencing or timing? Are any projects dependent on the completion of other projects? Adjustments to the priority list may be necessary dependent on this final review.

The prioritized projects are subsequently reviewed by the City Manager, Assistant/Deputy City Manager, Chief Financial Officer, Budget Director, CIP Coordinator and various General Managers. Then the recommended five-year CIP Plan is reviewed by the City Council Budget Sub-Committee and by the full Council during budget work/study sessions and public hearings prior to budget adoption.

Capital Improvement Plan - Funding Sources

The Capital Improvement Plan uses funding from prior year carryovers. Prior year carryovers are "blended" funding from the various funding sources described below. For FY 2004/05 – 2008/09 the funding added to the prior year carryovers includes 2000 voter-approved bonds and Preservation G.O. Bonds. These General Obligation Bonds, together with Municipal Property Corporation Bonds, provide the bond-funded portion of the plan, which is approximately 33.1% of the CIP funding in FY 2004/05 – 2008/09. Approximately 66.9% of Scottsdale's FY 2004/05 – 2008/09 CIP is funded with pay-as-you-go revenues which include development fees, dedicated sales tax revenues and contributions from

Capital Improvement Plan **FIVE-YEAR CAPITAL IMPROVEMENT PLAN**

fund balance transfers. The following pie chart represents funding source percentages for FY 2004/05 – 2008/09, while the table presents the five-year comparison of the funding sources on a cash flow basis.

Funding sources for the CIP are presented on a cash flow basis. These revenue sources are presented in the period that the revenue is expected to be collected. Funding sources include estimated balances on hand at the beginning of the period as well as revenue expected to be received during the period. As a result of presenting revenue on the cash basis, pay-as-you-go funding sources do not equal budgeted expenditures in each period, sometimes creating a fund deficit as cash accumulates for project expenditures in subsequent years.

All potential capital funding resources are evaluated to ensure equity of funding for the CIP. Equity is achieved if the beneficiaries of a project or service pay for it. For example, general tax revenues and/or general obligation bonds appropriately pay for projects that benefit the general public as a whole. User fees, development fees, and/or contributions pay for projects that benefit specific users. Other factors considered when funding the capital plan are whether the financing method provides funding when needed and the financial costs associated with the funding source. The following summarizes some of the funding sources for the CIP.

General Obligation (G.O.) Bonds are bonds that are secured by the full faith and credit of the issuer. General Obligation Bonds issued by local units of government are secured by a pledge of the issuer's property taxing power, and must be authorized by the electorate.

Municipal Property Corporation (MPC) Bonds are issued by the Municipal Property Corporation, a non-profit corporation established to issue bonds to fund City capital improvements. The debt incurred by the corporation is a City obligation, but does not require voter approval. The repayment of MPC debt is financed by pledged excise taxes.

Preserve Bonds represent debt issuances related to land acquisition in the McDowell Mountain Sonoran Preserve. The 1998 election expanded the recommended study boundary (RSB) from the original 12,876 acres to 36,400 acres and this budget provides for authority to continue preservation efforts. Preserve debt is repaid by a dedicated 0.2% sales tax authorized by the voters in 1995.

Water & Sewer Development Fees are revenues received from developers when new construction developments are made. These fees are based upon the increased costs of providing additional infrastructure and services in the development areas.

Contributions represent amounts paid by other organizations to pay for capital projects. Other contributions come from developers to pay for capital projects in development areas.

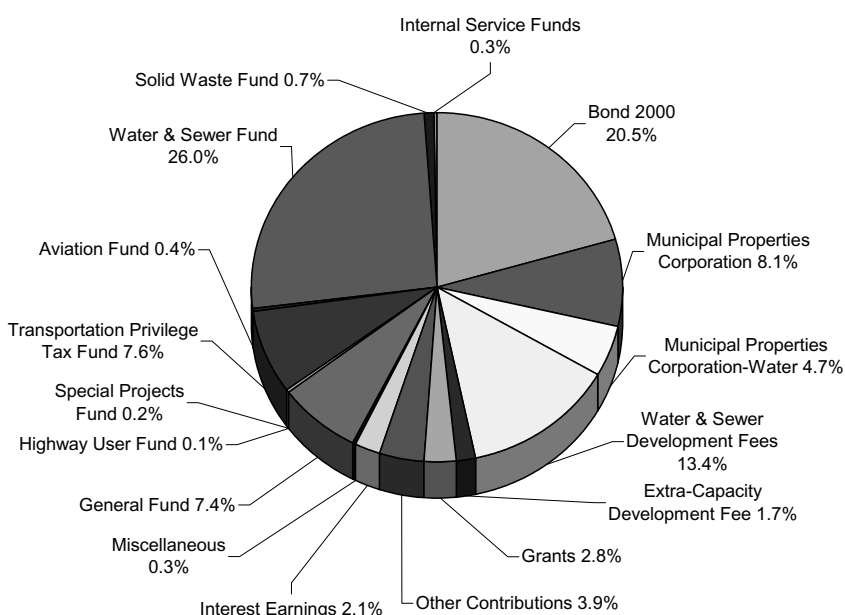
Tourism – Bed Tax represents revenues received from privilege tax on hotel and motel room rentals within the City. These funds pay for capital projects that increase tourism.

General Fund transfers represent the pay-as-you-go contribution from general revenues for capital projects without a dedicated funding source.

Water & Sewer Funds are utility bill revenues received from the sale of domestic water and the fees collected for the disposal of sanitary sewer waste from customers within the City. Water & Sewer operating revenues in excess of operating expenditures are transferred to CIP to fund water and sewer projects.

Transportation Privilege (Sales) Tax represents revenues received from the 1989 voter approved 0.2% sales tax on local retail and other sales.

Prior year Carryovers are committed funds from prior year purchase orders that are rebudgeted until they are expended and uncommitted funds rebudgeted until the projects are completed.



CIP FUND SUMMARY

Capital Improvement Plan

Proposed FY 2004/05 Budget Fund Summaries Capital Improvement Plan

	Actual 2002/03	Adopted 2003/04	Forecast 2003/04	Proposed 2004/05
Source of Funds:				
Beginning Fund Balance	271,432,849	398,378,400	273,675,584	402,148,000
Revenues				
Bonds/Contracts				
General Obligation	-	39,500,000	48,000,000	-
General Obligation Preserve	-	50,000,000	65,400,000	-
Improvement District	-	-	-	-
Municipal Properties Corporation	-	7,100,000	-	25,100,000
Municipal Properties Corporation-Water	-	-	55,000,000	-
Municipal Properties Corporation-Sewer	-	-	20,000,000	-
Pay-As-You-Go				
Water & Sewer Development Fees	25,840,742	13,600,000	-	16,779,500
Extra Capacity Development Fee	-	-	-	-
Grants	-	6,368,700	6,368,700	8,199,900
Other Contributions	-	2,488,300	2,488,300	16,701,000
Interest Earnings	1,843,552	5,063,000	5,063,000	2,758,300
Miscellaneous	3,618,498	958,500	958,500	1,065,400
Subtotal	31,302,792	125,078,500	203,278,500	70,604,100
Transfers In				
From General Fund	13,659,800	6,825,300	6,825,300	12,502,900
From Highway User Fund	73,300	73,500	73,500	74,812
From Special Projects Fund	70,000	373,500	373,500	613,700
From Transportation Privilege (Sales) Tax Fund	14,162,448	9,823,200	9,107,280	9,398,713
From Aviation Fund	260,400	407,900	407,900	823,900
From Water & Sewer Funds	49,603,771	35,359,213	33,050,456	23,986,568
From Solid Waste Fund	801,200	18,500	18,500	279,900
From Internal Service Funds	1,032,300	532,300	532,300	1,653,200
From Grant Fund	1,613,989	-	-	-
Total Transfers In	81,277,208	53,413,413	50,388,736	49,333,693
Total Revenues & Transfers In	112,580,000	178,491,913	253,667,236	119,937,793
Use of Funds:				
Program Expenditures				
Community Facilities	17,360,684	76,087,200	10,128,922	134,225,100
Preservation	17,154,697	70,411,800	15,360,167	108,741,300
Neighborhood Drainage & Flood Control	3,471,927	12,320,500	2,841,211	22,456,800
Improvement Districts	3,655,200	4,750,500	30,731	-
Public Safety	3,323,043	18,581,100	5,615,230	51,194,200
Service Facilities	3,032,470	13,041,000	2,533,347	21,387,800
Transportation	19,718,492	119,959,700	23,446,670	139,285,300
Water Resources	37,662,471	180,426,300	31,231,432	253,037,400
Subtotal	105,378,984	495,578,100	91,187,710	730,327,900
Unexpended at Year End	-	(240,714,200)	-	(501,776,500)
Total Capital Improvement Budget	105,378,984	254,863,900	91,187,710	265,958,800
Transfers Out				
To Water & Sewer Operating Funds	4,958,281	4,969,900	4,969,900	6,558,100
Subtotal	4,958,281	4,969,900	4,969,900	6,558,100
Total Expenditures & Transfers	110,337,265	259,833,800	96,157,610	272,516,900
Ending Fund Balance	\$ 273,675,584	\$ 317,036,513	\$ 431,185,210	\$ 249,568,893

Proposed FY 2004/05 Budget Five-Year Financial Plan Capital Improvement Plan (in thousands)					
	Proposed 2004/05	Forecast 2005/06	Forecast 2006/07	Forecast 2007/08	Forecast 2008/09
Source of Funds:					
Beginning Fund Balance *	402,148.0	249,568.9	183,264.9	113,256.7	70,448.5
Revenues					
Bonds/Contracts					
General Obligation	-	67,000.0	35,000.0	14,000.0	19,000.0
Municipal Properties Corporation	25,100.0	28,027.5	-	-	-
Municipal Properties Corporation-Water		18,000.0	-	13,000.0	-
Pay-As-You-Go					
Water & Sewer Development Fees	16,779.5	17,199.0	17,629.0	18,069.7	18,521.4
Extra Capacity Development Fee	-	-	-	-	11,000.0
Grants	8,199.9	4,392.3	4,976.1	180.0	713.0
Other Contributions	16,701.0	6,856.0	1,814.0	150.0	150.0
Interest Earnings	2,758.3	3,075.1	2,954.8	2,820.5	2,362.3
Miscellaneous	1,065.4	150.3	635.3	150.3	0.3
Subtotal	70,604.1	144,700.2	63,009.2	48,370.5	51,747.0
Transfers In					
General Fund	12,502.9	10,356.5	11,181.7	8,328.9	6,196.3
Highway User Fund	74.8	73.0	73.7	73.7	73.7
Special Projects Fund	613.7	683.5	1.8	2.0	2.0
Transportation Privilege Tax Fund	9,398.7	9,699.5	10,039.0	10,390.3	10,702.0
Aviation Fund	823.9	463.9	19.1	533.8	661.8
Water & Sewer Fund	23,986.6	27,761.9	37,346.3	39,338.9	42,612.8
Solid Waste Fund	279.9	81.4	460.2	336.5	3,618.5
Internal Service Funds	1,653.2	37.0	37.1	37.6	37.6
Subtotal	49,333.7	49,156.7	59,158.8	59,041.7	63,904.8
Sub-Total Revenues & Transfers In	119,937.8	193,856.9	122,168.0	107,412.2	115,651.7
Total Sources of Funds	522,085.8	443,425.8	305,432.9	220,668.8	186,100.2
Use of Funds:					
Community Facilities	134,225.1	38,412.9	20,703.6	6,419.7	790.6
Preservation	108,741.3	200.0	2,000.0	-	-
Neighborhood Drainage & Flood Control	22,456.8	16,496.9	6,634.6	150.0	-
Public Safety	51,194.2	14,857.6	979.0	6.5	4,075.1
Service Facilities	21,387.8	5,358.9	12,248.3	5,506.5	8,676.5
Transportation	139,285.3	52,008.3	37,814.7	17,670.0	15,161.0
Water Services	253,037.4	48,255.2	30,657.0	54,921.0	13,588.0
Prior Year Unexpended *	-	464,369.1	386,356.5	311,726.1	252,643.8
Total Capital Improvement Plan Budget	730,327.9	639,958.9	497,393.7	396,399.8	294,935.0
Less: Estimated Inception to Date Expenditures	(265,958.8)	(253,602.4)	(185,667.5)	(143,756.0)	(108,163.6)
Subtotal: Unexpended at Year End	464,369.1	386,356.5	311,726.1	252,643.8	186,771.4
Transfers Out					
To Water/Sewer Operating Funds	6,558.1	6,558.5	6,508.7	6,464.3	6,408.9
Subtotal	6,558.1	6,558.5	6,508.7	6,464.3	6,408.9
Total Use of Funds	272,516.9	260,160.9	192,176.2	150,220.3	114,572.5
Ending Fund Balance	249,568.9	183,264.9	113,256.7	70,448.5	71,527.7

* Prior year unexpended sources and uses of funds are estimated and included in Beginning Fund Balance (Sources) or by program (Uses).



Capital Project List

The following is a summary of the capital projects listed in alphabetical order that are included in the City's five-year Capital Improvement Plan (CIP) for the period FY 2004/05 through FY 2008/09. Please note only the first year (FY 2004/05) of the CIP is adopted by the City Council. Subsequent years are presented solely for long-term planning purposes and may be funded in future periods, based on emerging community priorities and available funding. Further project detail such as project descriptions, specific funding source(s) and geographic location of the project are included in Volume Three. The column on the right-hand side of the matrix indicates the specific page cross-reference in this Volume (Three) where the project detail can be found.

PROJECT LIST

Project #	Project Name	Estimated Expenditures	Proposed	Forecast	Forecast	Forecast	Forecast	Total	Volume 3
		Thru 06/30/04	2004/05	2005/06	2006/07	2007/08	2008/09		Page #
Ref.									
F2101	104th St Storm Drain/Cactus-Cholla	(97.5)	225.0	-	-	-	-	225.0	19
P0403	124th Street Access Area Amenities	-	1,526.1	-	-	-	-	1,526.1	19
V0402	91st Ave - Salt River Outfall Rehabilitation	(1,750.2)	7,000.0	1,000.0	1,000.0	-	-	9,000.0	19
V6402	91st Ave Waste Water Treatment Plant	(35,025.1)	40,636.0	4,000.0	5,000.0	6,000.0	3,000.0	58,636.0	20
V9901	91st Ave WWTP - UP01 Expansion	(20,029.0)	34,632.0	8,000.0	1,000.0	1,000.0	5,000.0	49,632.0	20
S9903	96th Street – Shea Blvd to Sweetwater Blvd	(712.8)	3,589.0	-	-	-	-	3,589.0	20
New	ABC Building Bathroom Remodel	-	40.0	-	-	-	-	40.0	21
B8805	Accessibility-Facility Modifications	(765.6)	1,330.2	250.0	250.0	218.2	200.0	2,248.4	21
A0308	ADOT E3S12 Design	(22.5)	200.2	-	-	-	-	200.2	21
A0409	ADOT E4S39 Security Improvements	(147.5)	284.6	-	-	-	-	284.6	22
V0204	Advanced Water Treatment Plant - Phase 3	(271.4)	9,750.0	-	-	-	-	9,750.0	22
New	AFIS Replacement	-	148.1	20.7	139.2	-	-	308.0	22
P0302	Aging Park Facility Renovations	(684.3)	4,497.3	-	-	-	-	4,497.3	23
P0204	Aging Parks - Chaparral Pool Building	(1,133.0)	1,605.0	-	-	-	-	1,605.0	23
n/a	Airport Parking Lot Lighting Upgrades	-	76.5	-	-	-	-	76.5	23
A0408	Airport Perimeter Blast Fence	(144.2)	189.4	-	-	-	-	189.4	24
A0401	Airport Security Fencing	-	250.0	-	-	-	-	250.0	24
A0302	Airport Terminal Area Renovations	-	110.0	380.0	-	503.1	503.2	1,496.3	24
W2105	Alameda/122nd St Booster Pump Station	(18.6)	150.0	700.0	700.0	-	-	1,550.0	25
New	Apron Pavement Overlay(PMMP)-Delta,Shades, Term	-	1,081.0	-	-	-	-	1,081.0	25
New	Apron Pavement Reconstruction-Corporate Jets	-	-	-	-	-	751.0	751.0	25
P0201	Arabian Library Phase II	(478.9)	479.5	8,172.5	-	-	-	8,652.0	26
W3705	Architect / Engineer Services	(1,423.7)	1,710.0	-	150.0	-	-	1,860.0	26
W2106	Arsenic Mitigation Treatment	(2,206.7)	34,500.0	15,000.0	10,000.0	-	-	59,500.0	26
P8740	Art In Public Places	(3,189.5)	5,235.4	379.0	421.9	147.3	115.6	6,299.2	27
T9005	Arterial Roadway Street Lighting	(227.3)	828.1	-	-	-	-	828.1	27
New	Asset Consolidation	-	2,000.0	-	-	-	-	2,000.0	27
F8410	Automated Flood Warning System-North Area	(21.0)	194.4	-	-	-	-	194.4	28
New	Aviation Grant Match Contingency	-	150.0	-	-	-	-	150.0	28
A0301	Aviation Noise Exposure Maps	(317.6)	340.9	-	-	-	-	340.9	28
M9911	Barcode Equipment for Property Ev/Asset Tracking	(23.5)	97.9	-	-	-	-	97.9	29
n/a	Bell Road-94th St to Thompson Peak Parkway	-	505.0	4,541.0	-	-	-	5,046.0	29
P0704	Bikeways Program	(1,340.6)	3,776.5	2,370.0	3,300.0	1,460.3	1,500.0	12,406.8	29
W9903	Booster Station Upgrades	(235.3)	575.0	-	-	-	-	575.0	30
T8110	Bus Bay Improvement Program	(84.4)	1,872.2	550.0	575.0	600.0	625.0	4,222.2	30
T1702	Bus Shelters Program	(549.8)	1,783.1	404.0	-	550.0	-	2,737.1	30

PROJECT LIST

Capital Improvement Plan

Project #	Project Name	Estimated	Proposed	Forecast	Forecast	Forecast	Forecast	Total	Volume 3
		Expenditures Thru 06/30/04	2004/05	2005/06	2006/07	2007/08	2008/09		Page # Ref.
G9001	Buses Expansion	(1,818.2)	3,852.6	0.0	2,940.0	-	-	6,792.6	31
S2102	Cactus Rd - Freeway to Frank Lloyd Wright Blvd	(873.6)	8,650.4	-	-	-	-	8,650.4	31
S0301	Camelback Rd - 64th to 68th St	(220.1)	1,474.4	-	-	-	-	1,474.4	31
New	Camelback/Scottsdale and Marshall Way	-	1,000.0	-	-	-	-	1,000.0	32
P0205	CAP Basin Lighted Sports Complex	(932.8)	12,428.2	-	-	-	-	12,428.2	32
W0301	CAP Hayden - Shea Water Connection	(759.7)	12,000.0	-	-	-	-	12,000.0	32
W0202	CAP Plant Expansion	(2,710.1)	31,400.0	3,000.0	3,000.0	20,000.0	-	57,400.0	33
P0206	Chaparral Park Extension	(222.2)	4,412.7	-	-	-	-	4,412.7	33
W9911	Chaparral Water Treatment Plant	(14,779.4)	78,357.9	-	-	-	-	78,357.9	33
W4702	Chaparral WTP Influent Wateline	(903.4)	5,242.8	-	-	-	-	5,242.8	34
W0302	Chaparral WTP Water Distribution System	(250.8)	9,500.0	-	-	-	-	9,500.0	34
T4701	CIP Advance Planning Program	(1,804.8)	2,183.0	200.0	200.0	200.0	200.0	2,983.0	34
M8838	City Attorney - Automate Criminal Justice System	(185.1)	250.0	-	-	-	-	250.0	35
M0402	City Attorney - Legal Case Matter Management System	-	160.0	-	-	-	-	160.0	35
B0404	City Hall/Kiva Electrical Upgrade	-	300.0	-	-	-	-	300.0	35
V9902	Citywide Flow Monitoring	(440.2)	910.0	-	-	-	-	910.0	36
n/a	Civic Center East - Drainage Improvement	-	131.1	1,328.1	-	-	-	1,459.2	36
D0203	Civic Center Mall Renovations Phase II	(23.4)	23.5	-	-	-	-	23.5	36
n/a	Community Services-Class System Upgrades	-	87.4	-	-	-	-	87.4	37
New	Container Repair Facilities	-	-	-	-	318.0	-	318.0	37
New	Core North/South Sewer	-	567.0	322.0	87.5	802.5	819.0	2,598.0	37
New	Core North/South Water	-	567.0	322.0	87.5	802.5	819.0	2,598.0	38
M0301	Courts - Case Management System	-	80.0	-	-	-	-	80.0	38
New	Courts-Customer Service Enhancement	-	225.0	-	-	-	-	225.0	38
n/a	Courts-Expansion	-	10.0	580.0	-	-	-	590.0	39
M0202	Courts - IVR	-	40.0	-	-	-	-	40.0	39
n/a	Courts-Security Area Remodel	-	2.5	101.7	-	-	-	104.2	39
M0306	Courts - Videoconferencing	-	55.6	-	-	-	-	55.6	40
E0204	Crime Laboratory Equipment Replacement	(129.1)	342.0	16.9	-	-	-	358.9	40
W8515	Deep Well Recharge / Recovery Facilities	(480.5)	3,100.0	-	1,000.0	-	1,000.0	5,100.0	40
A0403	Design Projects-04/05-05/06	-	237.6	73.6	34.5	200.1	-	545.8	41
n/a	Disabled Aircraft Removal Dolly	-	31.8	-	-	-	-	31.8	41
New	District 1 Police Facilities	-	1,386.0	8,558.2	826.8	-	-	10,771.0	41
B2104	District 2 Expansion	(775.1)	782.6	-	-	-	-	782.6	42
New	District 3 Expansion	-	505.3	-	-	-	-	505.3	42
New	Document Management System-City Attorney	-	247.0	-	-	-	-	247.0	42
M0403	Document Management System-City Clerk	(0.4)	248.5	-	-	-	-	248.5	43
M9906	Document Management System-Courts	(0.9)	350.0	-	-	-	-	350.0	43
n/a	Document Management System-Customer Services	-	-	391.0	-	-	-	391.0	43
D6508	Downtown Directional Signs	(24.9)	40.0	-	-	-	-	40.0	44
D0401	Downtown Electrical Upgrades	(2.8)	900.0	450.0	-	-	-	1,350.0	44
D0402	Downtown Façade Program	-	300.0	-	-	-	-	300.0	44
n/a	Downtown Lighting Improvements	-	380.0	250.0	-	-	-	630.0	45
P8734	Downtown Parking	(1,503.9)	14,201.8	-	-	-	-	14,201.8	45
P0309	Downtown Reinvestment	(149.0)	8,741.2	-	-	-	-	8,741.2	45
n/a	Downtown Restrooms	-	-	-	575.0	450.0	-	1,025.0	46
D0208	Downtown Streetscape Amenities	(135.2)	200.0	-	415.3	-	-	615.3	46
S0312	Downtown Streetscape Enhancement Fund	-	311.7	99.1	-	-	-	410.8	46
D8738	Downtown/Canal Transit Bridge	(1,846.1)	1,930.6	-	-	-	-	1,930.6	47

Project #	Project Name	Estimated Expenditures						Total	Volume 3 Page # Ref.
		Thru 06/30/04	Proposed 2004/05	Forecast 2005/06	Forecast 2006/07	Forecast 2007/08	Forecast 2008/09		
n/a	Earll/Thomas Corridor-Drainage Improvement	-	500.0	6,197.0	3,849.0	-	-	10,546.0	47
F0401	East Union Hills Interceptor Channel	(37.8)	1,940.8	2,430.1	-	-	-	4,370.9	47
New	Eldorado Ballfield Renovation	-	1,168.5	-	-	-	-	1,168.5	48
New	Expanded McDowell Sonoran Preserve	-	50,000.0	-	-	-	-	50,000.0	48
E0401	Explosive Ordnance Disposal Equipment	(122.2)	158.5	-	-	-	-	158.5	48
New	FAA Part 161-Noise Study	-	1,000.0	-	-	-	-	1,000.0	49
B9915	Facilities Repair and Maintenance Program	(1,949.4)	4,295.2	667.0	787.5	1,070.6	1,037.7	7,858.0	49
New	Fashion Square Radio Treatment	-	225.0	-	-	-	-	225.0	49
M0302	Financial Services - Automated Time & Attendance	(21.3)	300.0	-	-	-	-	300.0	50
New	Financial Services-E-Procurement	-	-	67.5	-	-	-	67.5	50
M0308	Financial Services-Hand Held Meter Reading System	(2.6)	50.0	109.3	-	-	-	159.3	50
n/a	Financial Services - IVR Tax and License	-	109.3	-	-	-	-	109.3	51
n/a	Financial Svs-Remittance Process Transport System	-	-	-	442.9	-	-	442.9	51
n/a	Financial Svs-Tax, Licensing & Alarm Billing System	-	928.0	-	-	-	-	928.0	51
New	Fire Department - Emergency Extrication Tools	-	80.0	-	-	-	-	80.0	52
B0401	Fire Stn #809-Southwest Quadrant	-	1,100.0	-	-	-	-	1,100.0	52
B0402	Fire Stn #810 - Miller & Thomas Remodel	(2.3)	168.4	-	-	-	-	168.4	52
B0205	Fire Stn #811 - McDonald & Scottsdale Expansion	(177.3)	181.1	-	-	-	-	181.1	53
B0202	Fire Stn #812 & Rescue Vehicle-Scottsdale Airport	(1,654.5)	1,802.5	-	-	-	-	1,802.5	53
New	Fire Stn #813 - Via Linda Expansion	-	25.0	243.0	-	-	-	268.0	53
E2102	Fire Stn #813 - Via Linda Vehicle & Equipment	(449.4)	556.2	-	-	-	-	556.2	54
n/a	Fire Stn #820 - Desert Mountain - permanent station	-	156.7	800.0	-	-	-	956.7	54
B0403	Fire Stn #826 - Jomax and Scottsdale Road	(1.1)	2,095.0	-	-	-	-	2,095.0	54
B9909	Fire Stn #827 - Ashler Hills & Pima	(840.2)	1,200.0	-	-	-	-	1,200.0	55
A0304	Flight Tracking System	-	60.0	-	-	-	-	60.0	55
F0302	Floodplain Acquisition Program	(1.4)	2,366.6	-	-	-	-	2,366.6	55
S0303	FLW/Via Linda Intersection	-	-	80.0	450.0	-	-	530.0	56
S0304	FLW-Scottsdale Rd to Shea	-	1,715.0	234.0	1,600.0	-	-	3,549.0	56
New	Fuel/Fleet Maintenance Facility-McKellips Service Ctr	-	1,498.9	-	-	-	-	1,498.9	56
New	Gateway to the Preserve Amenities	-	-	200.0	2,000.0	-	-	2,200.0	57
F0201	Granite Reef Watershed	-	2,714.0	-	-	-	-	2,714.0	57
S2103	Hayden Rd - Cactus to Redfield	(1,138.6)	10,112.0	-	-	-	-	10,112.0	57
S0202	Hayden Rd - Freeway to Thompson Peak Pkwy	(1,219.7)	11,459.4	-	-	-	-	11,459.4	58
S0305	Hayden and McDonald-Intersection Improvement	(373.7)	2,651.0	-	-	-	-	2,651.0	58
S0306	Hayden and Via de Ventura - Intersection Improv.	-	1,355.7	-	-	-	-	1,355.7	58
S0201	Hayden/Miller Rd - Deer Valley to Pinnacle Peak	(777.1)	1,300.0	75.0	225.0	1,469.4	-	3,069.4	59
New	Helicopter Air Support Unit Unit	-	-	-	-	-	4,075.1	4,075.1	59
P0305	Hidden Hills Trailheads Amenities	(81.4)	499.6	-	-	-	-	499.6	59
S0402	Indian Bend Rd - Scottsdale to Hayden	(273.5)	2,070.0	9,135.0	-	-	-	11,205.0	60
P9901	Indian Bend Wash Lakes Renovation	(154.7)	1,024.0	-	-	-	-	1,024.0	60
F0402	Indian School Park Watershed-Phase II	(0.3)	646.0	1,019.0	-	-	-	1,665.0	60
S0308	Indian School Rd - Drinkwater to Pima	-	900.0	3,138.0	-	-	-	4,038.0	61
New	Info. Services - Anti-Virus Replacement	-	-	-	-	-	61.1	61.1	61
New	Infor. Services - CDPD Mobile Wireless Replacement	-	213.0	-	-	-	-	213.0	61
New	Infor. Services - Enterprise Back-up Software	-	-	-	-	-	378.0	378.0	62
M0204	Infor. Services - GIS Mapping Platform Migration	(82.8)	564.0	-	-	-	-	564.0	62
M9909	Infor. Services - Network Infrastructure	(1,081.1)	1,746.9	360.8	360.8	360.8	360.8	3,190.1	62
M9921	Infor. Services - PC Equipment	(1,412.8)	3,857.9	1,256.8	1,256.8	1,256.8	1,256.8	8,885.1	63
M0205	Infor. Services - Security Investment/ Antivirus	(61.6)	298.0	29.0	-	-	-	327.0	63

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		Thru 06/30/04	2004/05	2005/06	2006/07	2007/08	2008/09		Ref.
M9910	Infor. Services - Server Infrastructure	(1,314.1)	2,566.9	521.7	521.7	521.7	521.7	4,653.7	63
M0207	Infor. Services - Technology Storage Area Network	(271.2)	287.3	-	-	-	-	287.3	64
M9920	Infor. Services - Telephone Equipment	(245.2)	949.9	233.6	257.6	260.4	260.4	1,961.9	64
New	Infor. Services - Web Content Management SW	-	154.2	144.2	-	-	-	298.4	64
New	Inner Circle Booster Pump Station	-	400.0	1,200.0	-	-	-	1,600.0	65
New	Irrigation Pump Replacement	-	203.7	214.7	278.9	-	-	697.3	65
F0303	Jackrabbit/Chaparral West-Drainage Improvement	-	385.0	2,000.0	666.0	-	-	3,051.0	65
n/a	Jail CCTV Monitoring / Recording System Replacement	-	184.7	-	-	-	-	184.7	66
New	Kiva-Audio/Video Upgrades	-	55.0	-	-	-	-	55.0	66
P9916	LaMirada Desert Park	(555.3)	650.0	-	-	-	-	650.0	66
P0202	Library Automation System Replacement	(84.9)	589.9	-	-	-	-	589.9	67
B0303	Lift Replacement	(186.5)	361.5	-	-	-	-	361.5	67
D0211	Loloma District Museum	(277.9)	7,515.0	-	-	-	-	7,515.0	67
New	Loloma District Plaza	-	250.0	250.0	-	-	-	500.0	68
n/a	Loloma District Public Parking Garage	-	2,400.0	-	-	-	-	2,400.0	68
n/a	Loloma District-Stagebrush Theatre Relocation	-	-	-	1,600.0	-	-	1,600.0	68
n/a	Loloma District Streetscape Improvements	-	1,300.0	350.0	750.0	-	-	2,400.0	69
T9902	Loop 101 Park and Ride (PNR)	0.0	249.9	2,777.8	2,817.0	-	-	5,844.7	69
V8620	Master Plan Update - Sewer	(217.6)	383.4	100.0	-	-	-	483.4	69
W8525	Master Plan Update - Water	(433.1)	766.8	300.0	-	-	-	1,066.8	70
S0310	McDonald - Scottsdale to Hayden	(49.0)	1,963.5	-	-	-	-	1,963.5	70
F0403	McDonald Drive Corridor-Drainage Improvement	(39.5)	1,482.0	-	-	-	-	1,482.0	70
P0209	McDowell Mountain Ranch Park and Aquatic Ctr	(947.4)	11,801.9	-	-	-	-	11,801.9	71
P6900	McDowell Sonoran Preserve	(250,078.0)	306,731.5	-	-	-	-	306,731.5	71
P0102	McDowell Sonoran Preserve Phase II	(38,970.5)	39,114.0	-	-	-	-	39,114.0	71
B9905	McKellips Service Center	(1,075.1)	1,311.4	-	-	-	-	1,311.4	72
V2101	Miller Road Sewer Phase 3	(0.1)	1,300.0	3,000.0	-	-	-	4,300.0	72
New	Municipal Fire Service-Transition Costs	-	6,400.0	-	-	-	-	6,400.0	72
New	Mustang Library Additional Parking	-	84.0	-	-	-	-	84.0	73
New	Mustang Transit Center	-	300.0	1,700.0	-	-	-	2,000.0	73
D0404	NE Downtown Streetscape	-	1,980.0	-	-	-	-	1,980.0	73
N3001	Neighborhood Funding Partnership	(677.7)	752.1	-	-	-	-	752.1	74
F6302	Neighborhood Stormwater Mgmt Improvements	(1,556.8)	2,661.4	150.0	150.0	150.0	-	3,111.4	74
T8140	Neighborhood Traffic Management Program	(1,983.0)	3,056.0	500.0	500.0	500.0	550.0	5,106.0	74
F6305	North Area Basin Master Plan	(758.8)	1,083.3	-	-	-	-	1,083.3	75
B2103	North Corp Yard Parking Garage	(1,106.5)	1,196.1	-	-	-	-	1,196.1	75
F2711	Northern Stormwater Risk/Vulnerability Mgmt	(11,866.5)	12,059.9	-	-	-	-	12,059.9	75
New	Northsight Transit Center	-	-	75.0	125.0	-	-	200.0	76
F0712	NPDES Monitoring Stations/Sampling	(1,167.0)	2,004.3	152.0	250.0	-	-	2,406.3	76
F0305	Outfall Drain-Pima Freeway to Union Hills	(2,225.3)	2,900.0	-	-	-	-	2,900.0	76
S9905	Particulate Emission Reduction Program	(2,185.1)	2,500.0	-	-	-	-	2,500.0	77
New	Pavement Preser.-Taxiway "B", Kilo, Perimeter Rd.	-	-	105.2	104.7	-	-	209.9	77
n/a	Pima Rd - Deer Valley to Pinnacle Peak	-	-	-	-	100.0	1,300.0	1,400.0	77
S4702	Pima Rd - McDowell Rd to Via Linda	(12,351.0)	13,350.0	-	-	-	-	13,350.0	78
S2104	Pima Road - Pima Freeway to Thompson Peak	(853.1)	11,014.7	-	-	-	-	11,014.7	78
n/a	Pima Road Drainage System	-	399.0	64.8	1,719.6	-	-	2,183.4	78
n/a	Pinnacle Peak - Scottsdale Rd to Pima Rd	-	-	803.0	3,674.0	6,277.1	-	10,754.1	79
New	Planning & Development Svs - Digital Plan Review	-	56.1	-	-	-	-	56.1	79
M0208	Planning & Devel. Svs - Land Survey Asset Mgmt	(192.1)	279.3	16.9	-	-	-	296.2	79
M9903	Planning & Devel. Services - Records Imaging	(226.5)	504.1	-	-	-	-	504.1	80

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		Thru 06/30/04	Proposed 2004/05	Forecast 2005/06	Forecast 2006/07	Forecast 2007/08	Forecast 2008/09		
New	Planning and Devel. Svs - Records Reader/Printer	-	29.0	-	-	-	-	29.0	80
P4711	Playground Equipment Replacement	(1,178.3)	1,400.5	134.4	150.0	165.0	175.0	2,024.9	80
New	Police Criminal Intelligence System	-	35.8	-	-	-	-	35.8	81
New	Police Docking Station/Mounting Kits	-	195.0	13.0	13.0	6.5	-	227.5	81
E0302	Police Emergency Power	(83.3)	150.0	-	-	-	-	150.0	81
New	Police Handheld Data Terminals	-	32.4	-	-	-	-	32.4	82
M0303	Police-Mobile Data and Communications Upgrade	(10.5)	190.0	-	-	-	-	190.0	82
New	Police Mounted Barn Refurbishment	-	45.0	-	-	-	-	45.0	82
B0302	Police Operational Support Building	(8.3)	26,700.0	5,205.8	-	-	-	31,905.8	83
M8915	Police Portable Radio Replacement Plan	(2,884.7)	4,197.1	-	-	-	-	4,197.1	83
New	Police Radio System Replacement	-	-	500.0	8,000.0	1,500.0	1,000.0	11,000.0	83
M0307	Police Records Management-Modifications	(30.8)	75.0	-	-	-	-	75.0	84
M0401	Police Records Mgt and CAD System Replacement	(1.2)	4,725.0	-	-	-	-	4,725.0	84
M0305	Police Wiretap Upgrade	(96.5)	150.0	-	-	-	-	150.0	84
M0405	Police/Fire Radio System Consultant	-	150.0	-	-	-	-	150.0	85
B0204	Police/Fire Training Facility Phase 2	(0.8)	4,220.8	-	-	-	-	4,220.8	85
New	Portable Noise Monitors	-	50.0	-	-	-	-	50.0	85
P0212	Public Pool Equipment Replacement	(350.3)	632.0	200.0	200.0	200.0	200.0	1,432.0	86
V4001	Radio Telemetry - Mon. Autom. Citywide(Sewer)	(363.9)	655.5	54.6	56.3	-	-	766.4	86
W4001	Radio Telemetry - Mon. Autom. Citywide(Water)	(550.2)	1,064.4	136.6	140.7	-	-	1,341.7	86
F6303	Reata Pass Detention Outlet	(405.1)	430.0	-	-	-	-	430.0	87
P0401	Recreational Amenity Replacement	(14.9)	300.0	150.0	150.0	150.0	150.0	900.0	87
E9903	Refurbish Two Fire Engines	-	210.0	-	-	-	-	210.0	87
New	Regional GAC Regeneration Facility	-	380.0	1,270.0	3,000.0	-	-	4,650.0	88
T0201	Regional Transit Maintenance Facility	-	500.0	500.0	1,500.0	-	-	2,500.0	88
V9908	Relief Sewers - Citywide	(731.8)	2,500.0	500.0	500.0	500.0	-	4,000.0	88
E2103	Replacement Fire Vehicle Contingency	(1,455.8)	1,764.9	-	-	-	-	1,764.9	89
T6101	Roadway Capacity Improvements	(8,413.0)	12,042.2	2,150.0	1,650.0	1,650.0	2,650.0	20,142.2	89
S0403	Rubberized Asphalt Overlay	(3,900.0)	3,900.0	-	-	-	-	3,900.0	89
A0405	Runway RSA-Safety Area Improvements	-	2,000.0	-	-	-	-	2,000.0	90
New	RWDS Improvements	-	865.0	-	485.0	-	-	1,350.0	90
B0207	SCA Improvements and Facility Upgrades	(152.2)	1,412.5	129.4	-	-	-	1,541.9	90
P8736	Scottsdale Papago Streetscape	(829.9)	6,229.0	-	-	-	-	6,229.0	91
n/a	Scottsdale Ranch Park Tennis Courts	-	-	384.8	-	-	-	384.8	91
S7005	Scottsdale Rd - FLW Blvd to Thompson Peak Pkwy(1,615.6)	-	16,896.0	-	-	-	-	16,896.0	91
F2706	Scottsdale Rd Bridge Over Indian Bend Wash	(1,293.5)	2,248.0	-	-	-	-	2,248.0	92
D0205	Scottsdale Rd Preser. & Streetscape Enhancements (116.4)	-	11,100.0	6,000.0	6,000.0	4,000.0	-	27,100.0	92
S2707	Scottsdale Rd - Indian Bend Rd to Gold Dust Rd (12,743.9)	-	19,942.0	-	-	-	-	19,942.0	92
S0311	Scottsdale Rd - Thompson Pk Pkwy to Pinnacle Peak (1.4)	-	500.0	3,500.0	11,811.5	-	-	15,811.5	93
F0304	Scottsdale Rd Corridor - Drainage Project (5.5)	-	3,770.0	2,973.9	-	-	-	6,743.9	93
P0207	Scottsdale Senior Center at Granite Reef (828.8)	-	10,878.6	-	-	-	-	10,878.6	93
New	Scottsdale Stadium Infrastructure Replacement	-	150.0	150.0	150.0	150.0	150.0	750.0	94
A0202	Security & Access Control System	(670.6)	729.2	-	-	-	-	729.2	94
W0303	Security Enhancements	(168.8)	850.0	350.0	350.0	350.0	350.0	2,250.0	94
New	Security Lighting Install-Main Aprons/Kilo	-	-	345.0	-	-	-	345.0	95
P0301	Self Check Machine/LAN Infrastructure Replacement(409.6)	-	520.9	-	-	-	-	520.9	95
F6301	Severe Weather Warning & Response Program (1,196.8)	-	1,511.7	182.0	-	-	-	1,693.7	95
V3704	Sewer Collection System Improvements (2,548.8)	-	5,296.0	500.0	1,100.0	300.0	600.0	7,796.0	96
V0703	Sewer Oversizing (1,124.7)	-	1,835.7	-	-	-	-	1,835.7	96

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S0313	Shea Blvd and 92nd St - Intersection Improvement	(118.4)	812.0	-	-	-	-	812.0	96
S0314	Shea Blvd and Hayden - Intersection Improvement	-	701.0	699.0	-	-	-	1,400.0	97
S0315	Shea Blvd: 90th & 96th St Intersection	(95.8)	596.5	-	-	-	-	596.5	97
T6103	Sidewalk Improvements	(872.2)	1,770.2	-	550.0	-	600.0	2,920.2	97
P9904	Sports Lighting Expansion & Upgrade	(31.4)	1,233.1	763.2	521.7	655.1	-	3,173.1	98
P0402	Spring Training Facility	(237.3)	18,900.0	-	-	-	-	18,900.0	98
S0406	SRP Street Light Purchase	-	442.5	-	-	-	-	442.5	98
S0404	Stacked 40's-Center Rd to Hayden	-	5,100.0	1,500.0	-	-	-	6,600.0	99
S0405	Stacked 40's-North Frontage Road	-	2,700.0	500.0	-	-	-	3,200.0	99
F0204	Stormwater Drain Pollution Prevention Markers	(42.7)	301.0	-	-	-	-	301.0	99
D2102	Taliesin West	(303.5)	517.5	-	-	-	-	517.5	100
A0306	Taxiway Extension & Transient Ramp	-	-	972.6	-	-	-	972.6	100
P0404	Teen Center-Civic Center Library	(79.6)	506.0	-	-	-	-	506.0	100
n/a	Thompson Peak Bridge @ Reata	-	-	1,939.9	-	-	-	1,939.9	101
S0316	Thompson Peak Parkway - Bell to Union Hills	-	3,440.0	8,000.0	3,328.8	-	-	14,768.8	101
S0317	Thunderbird/Redfield - Scottsdale to Hayden	(45.7)	2,151.2	-	-	1,560.0	1,850.0	5,561.2	101
T8150	Traffic Management Program-ITS	(6,005.8)	14,105.1	3,697.5	2,318.3	2,250.0	4,260.0	26,630.9	102
T8160	Traffic Signal Program	(1,860.2)	2,824.2	371.5	348.9	350.0	400.0	4,294.6	102
P9035	Trail Development/Acquisition	(834.4)	1,943.3	500.0	500.0	502.3	-	3,445.6	102
n/a	Transfer Station Expansion	-	-	-	-	-	3,600.0	3,600.0	103
New	Transfer Station Grappler	-	111.0	-	-	-	-	111.0	103
New	Transfer Station Paving and Painting	-	-	-	371.0	-	-	371.0	103
T0202	Transit Technology	-	-	-	350.0	-	1,351.8	1,701.8	104
S0319	Union Hills Dr-Scottsdale to 74th St	(2,312.9)	3,400.0	-	-	-	-	3,400.0	104
W0401	Union Hills to Hualapai Transmission Line-Pima Rd	-	750.0	-	-	-	-	750.0	104
T0203	Upper Cmlbk Wash Multiuse Path-92nd/Shea to Cact.(212.8)	-	1,545.0	-	-	-	-	1,545.0	105
T0302	Upper Cmlbk Wash Multiuse Path - Cact. to Redfield (80.0)	-	1,200.0	-	-	-	-	1,200.0	105
F0203	Upper Camelback Wash Watershed	(723.2)	3,942.2	-	-	-	-	3,942.2	105
M0210	Utility Billing System	(0.5)	2,791.4	-	-	-	-	2,791.4	106
A0407	Vehicle Security Gate Upgrade	(27.7)	120.0	-	-	-	-	120.0	106
n/a	Vista Del Camino Ballfield Renovation	-	-	23.3	818.3	-	-	841.6	106
P0307	Vista Del Camino Remodel/Expansion	(2.1)	3,004.7	-	-	-	-	3,004.7	107
W9912	Water Distribution System Improvements	(3,732.0)	7,500.0	2,500.0	2,000.0	1,250.0	2,000.0	15,250.0	107
W0710	Water Oversizing	(5,910.3)	8,214.1	-	-	-	-	8,214.1	107
W0205	Water Quality Improve. - Southern Neighborhoods	(710.7)	10,500.0	-	-	-	-	10,500.0	108
V0205	Water Reclamation Plant Phase 3	(2,266.6)	20,750.0	3,000.0	-	-	-	23,750.0	108
W6160	Water Rights Acquisition	(41,915.6)	44,052.0	-	-	20,916.0	-	64,968.0	108
W8570	Waterline Replacements	(11,963.0)	16,491.0	-	-	-	-	16,491.0	109
W4708	Well Sites	(14,266.4)	17,142.1	3,000.0	1,000.0	3,000.0	-	24,142.1	109
n/a	WestWorld 115,000 Sq. Ft. Multi-purpose Building	-	2,000.0	28,027.5	-	-	-	30,027.5	109
D0302	WestWorld-Arena Footings	-	87.0	-	-	-	-	87.0	110
D0206	WestWorld-Arenas 6, 7 & 8 Relocation	(2.4)	609.0	-	-	-	-	609.0	110
D9902	WestWorld-Cover Arenas & Walkway to Equidome	-	277.0	-	-	-	-	277.0	110
D0405	WestWorld-Driveways & Pedestrian/ Horse Paths	-	166.4	86.9	-	-	-	253.3	111
New	WestWorld-Electronic Signage	-	60.0	-	-	-	-	60.0	111
n/a	WestWorld-Landscaping Plan	-	225.1	-	-	-	-	225.1	111
D0303	WestWorld-Paving Projects	(424.5)	530.5	-	-	-	-	530.5	112
D0207	WestWorld-Restroom Facility	(68.1)	669.5	-	-	-	-	669.5	112

Project #	Project Name	Estimated Expenditures					Volume 3	
		Thru 06/30/04	Proposed 2004/05	Forecast 2005/06	Forecast 2006/07	Forecast 2007/08	Forecast 2008/09	Page # Ref.
New	WestWorld-Stall Mats	-	124.8	-	-	-	-	124.8 112
D0301	WestWorld-State Land Acquisitions	-	18,100.0	-	-	-	-	18,100.0 113
W9913	Zone 12 - 13 Water System Improvements	(6,197.2)	8,528.0	-	-	-	-	8,528.0 113
W0304	Zone 12 - 13 Water Transmission Lines	(79.3)	6,680.0	-	-	-	-	6,680.0 113
	Contingency Budget		2,500.0	2,500.0	2,500.0	2,500.0	2,500.0	12,500.0
	Inception to Date Expenditures Through 01/31/04	-	(554,462.7)	-	-	-	-	(554,462.7)
	Estimated Expenditures Through 06/30/04	-	(36,828.5)	-	-	-	-	(36,828.5)
	Prior Year Carry-Forward(1)	-	-	501,776.5	423,763.9	349,133.5	290,015.2	1,564,689.1
	Total Capital Budgets	(591,291.5)	732,828.0	687,347.6	529,716.6	436,307.2	336,186.4	2,722,385.8

(1) Prior year carry-forwards for 2004/05 are estimated and included in individual projects.

Capital Projects Operating Impacts

The operating impact of capital projects are analyzed and taken into consideration during the extensive CIP prioritization process. Estimated new revenues and/or operational efficiency savings associated with projects are also taken into consideration (net operating costs) during the capital project evaluation and review process. As capital improvement projects are completed, the operating costs of these projects have been identified and included in the appropriate departmental program budgets. Departmental staff plan and budget for significant start-up costs, as well as operation and maintenance of new facilities.

The table below presents a four-year forecast of capital project operating impacts (costs). The operating impacts of projects expected to be completed prior to the start of, or during FY2004/05 are calculated and included in the Program Operating Budget. These operating cost estimates represent the staffing and maintenance necessary due to the completion and expected completion of capital projects. The capital projects operating impacts are incorporated into the General Fund budget found in the Fund Summaries and Five-Year Financial Plan section of Volume One on page 56. The operating impacts are also factored in the appropriate program expenditures found through out Volume Two. For a complete description of each capital project, refer to this Volume (Three) using the page cross-reference column on the right-hand side of the matrix.

OPERATING IMPACTS

Project #	Project Name	Forecast				Total	Volume 3
		2005/06	2006/07	2007/08	2008/09		Page # Ref.
P0403	124th Street Access Area Amenities	25.0	25.0	25.0	25.0	100.0	19
P0302	Aging Park Facility Renovations	83.6	83.6	83.6	83.6	334.4	23
A0302	Airport Terminal Area Renovations	3.0	3.0	3.0	3.0	12.0	24
W2105	Alameda/122nd St Booster Pump Station	16.0	16.0	16.0	16.0	64.0	25
P0201	Arabian Library Phase II	-	-	398.0	398.0	796.0	26
W2106	Arsenic Mitigation Treatment	650.0	4,500.0	4,500.0	4,500.0	14,150.0	26
TBD	Bell Road - 94th St. to Thompson Peak Parkway	-	27.6	27.6	27.6	82.8	29
W9903	Booster Station Upgrades	2.0	2.0	2.0	2.0	8.0	30
T1702	Bus Shelter Program	22.0	23.0	24.0	25.0	94.0	30
G9001	Buses Expansion	1,200.0	1,900.0	1,900.0	1,900.0	6,900.0	31
S2102	Cactus Road - Pima Freeway to Frank Lloyd Wright	7.3	7.3	7.3	7.3	29.2	31
TBD	Camelback/Scottsdale and Marshall Way	8.6	8.6	8.6	8.6	34.4	32
P0205	CAP Basin Lighted Sports Complex	560.2	726.9	726.9	726.9	2,740.9	32
W0202	CAP Plant Expansion	-	1,300.0	1,300.0	1,300.0	3,900.0	33
P0206	Chaparral Park Extension	175.0	111.0	111.0	111.0	508.0	33
W9911	Chaparral Water Treatment Plant	100.0	200.0	200.0	200.0	700.0	33
W4702	Chaparral WTP Influent Waterline	1.0	1.0	1.0	1.0	4.0	34
W0302	Chaparral WTP Water Distribution System	2.0	2.0	2.0	2.0	8.0	34
M0402	City Attorney - Legal Case Matter Management System	16.0	14.0	16.0	18.0	64.0	35
TBD	Community Services-Class System Upgrades	12.0	23.0	23.0	23.0	81.0	37
TBD	Core North/South Sewer	5.0	8.0	10.0	15.0	38.0	37
TBD	Core North/South Water	5.0	8.0	10.0	15.0	38.0	38
M0301	Courts-Case Management System	3.5	3.5	3.5	3.5	14.0	38
TBD	Courts-Customer Service Enhancement	6.0	6.0	6.0	6.0	24.0	38
TBD	Courts-Expansion	80.8	288.1	288.1	288.1	945.1	39
M0202	Courts-IVR	5.0	5.0	5.0	5.0	20.0	39
TBD	Courts-Security Area Remodel	0.7	0.2	0.2	0.2	1.3	39
M0306	Courts-Videoconferencing	2.6	4.5	4.5	4.5	16.1	40
W8515	Deep Well Recharge/Recovery Facilities	2.0	2.0	2.0	2.0	8.0	40
TBD	District 1 Police Facilities	-	-	332.0	315.0	647.0	41
TBD	District 3 Expansion	5.4	5.4	5.4	5.4	21.6	42
TBD	Doc. Mgt. Sys.-City Attorney	12.0	13.8	15.8	15.8	57.4	42

Project #	Project Name	Forecast				Total	Volume 3
		2005/06	2006/07	2007/08	2008/09		Page # Ref.
M9906	Doc. Mgt. Sys.-Courts	12.5	25.0	25.0	25.0	87.5	43
TBD	Doc. Mgt. Sys.-Customer Service	-	38.2	42.0	42.0	122.2	43
D0401	Downtown Electrical Upgrades	1.8	1.8	1.8	1.8	7.2	44
TBD	Downtown Lighting Improvements	(0.5)	(0.5)	(0.5)	(0.5)	(2.0)	45
P8734	Downtown Parking	100.0	250.0	250.0	250.0	850.0	45
TBD	Downtown Restrooms	-	-	18.5	18.5	37.0	46
E0401	Explosive Ordnance Disposal	22.4	22.4	22.4	22.4	89.6	48
TBD	FAA Part 161-Noise Study	6.0	6.0	6.0	6.0	24.0	49
TBD	Fashion Square Radio Treatment	30.1	30.1	30.1	30.1	120.4	49
M0302	Financial Services - Automated Time & Attendance	7.5	7.5	7.5	7.5	30.0	50
M0308	Financial Services-Hand Held Meter Reading System	-	0.5	0.5	0.5	1.5	50
TBD	Financial Services-Remittance Process Transport System	-	-	22.1	22.1	44.2	51
TBD	Financial Services-Tax, Licensing & Alarm Billing System	24.0	26.9	30.1	30.1	111.1	51
B0401	Fire Station #809 - Southwest Quadrant	18.5	18.5	18.5	18.5	74.0	52
B0402	Fire Station #810 - Miller and Thomas Remodel	1.4	1.4	1.4	1.4	5.6	52
B0205	Fire Station #811 - McDonald and Scottsdale Expansion	1.4	1.4	1.4	1.4	5.6	53
TBD	Fire Station #813 - Via Linda Expansion	2.9	5.9	5.9	5.9	20.6	53
TBD	Fire Station #820 - Desert Mountain	-	52.5	52.5	52.5	157.5	54
B0403	Fire Station #826 - Jomax and Scottsdale Rd Vicinity	770.0	778.5	778.5	778.5	3,105.5	54
B9909	Fire Station #827 - Ashler Hills and Pima	52.5	52.5	52.5	52.5	210.0	55
A0304	Flight Tracking System	5.0	5.0	5.0	5.0	20.0	55
S0304	FLW - Scottsdale Rd to Shea	-	7.0	7.0	7.0	21.0	56
TBD	Fuel/Fleet Maintenance Facility-McKellips Service Center	-	60.8	60.8	60.8	182.4	56
TBD	Gateway to the Preserve Amenities	-	10.0	30.0	30.0	70.0	57
S0202	Hayden Road - Pima Freeway to Thompson Peak Parkway	46.8	46.8	46.8	46.8	187.2	58
S0306	Hayden Road and Via de Ventura Intersection Improvement	0.2	0.2	0.2	0.2	0.8	58
S0201	Hayden/Miller Road - Deer Valley to Pinnacle Peak	-	-	-	1.0	1.0	59
TBD	Helicopter Air Support Unit	-	-	44.8	333.8	378.6	59
P0305	Hidden Hills Trailhead Amenities	19.6	19.6	19.6	19.6	78.4	59
S0402	Indian Bend - Scottsdale to Hayden	-	23.8	23.8	23.8	71.4	60
TBD	Information Systems - CDPD Mobile Wireless Replacement	27.6	27.6	27.6	27.6	110.4	61
TBD	Information Systems - Enterprise Back-up Software	-	-	-	42.1	42.1	62
M0205	Information Systems - Security Investment/ Antivirus	6.0	6.0	6.0	6.0	24.0	63
TBD	Information Systems - Web Content Management SW	28.9	57.7	57.7	57.7	202.0	64
TBD	Inner Circle Booster Pump Station	2.0	2.0	2.0	2.0	8.0	65
TBD	Jail CCTV Monitoring / Recording System Replacement	4.0	4.0	4.0	4.0	16.0	66
P0202	Library Automation System Replacement	44.0	44.0	44.0	44.0	176.0	67
D0211	Loloma District Museum	1,000.0	1,000.0	1,000.0	1,000.0	4,000.0	67
TBD	Loloma District Public Parking Garage	-	12.5	12.5	12.5	37.5	68
TBD	Loloma District Streetscape Improvements	7.5	10.0	10.0	10.0	37.5	69
S0310	McDonald - Scottsdale to Hayden	0.9	0.9	0.9	0.9	3.6	70
P0209	McDowell Mountain Ranch Park and Aquatic Center	512.5	512.5	512.5	512.5	2,050.0	71
V2101	Miller Road Sewer Phase 3	-	2.0	2.0	2.0	6.0	72
TBD	Mustang Library Additional Parking	0.5	0.5	0.5	0.5	2.0	73
T8140	Neighborhood Traffic Management Program	6.0	6.0	6.0	6.0	24.0	74
TBD	Pinnacle Peak - Scottsdale Rd to Pima Rd	-	-	-	49.2	49.2	79
TBD	Planning Systems - Digital Plan Review	2.0	2.0	2.0	2.0	8.0	79
TBD	Planning Systems - Records Reader/Printer	1.0	1.0	1.0	1.0	4.0	80
TBD	Police - Criminal Intelligence System	3.1	3.1	3.1	3.1	12.4	81

OPERATING IMPACTS

Capital Improvement Plan

Project #	Project Name					Volume 3	
		Forecast 2005/06	Forecast 2006/07	Forecast 2007/08	Forecast 2008/09	Total	Page # Ref.
TBD	Police - Handheld Data Terminals	-	2.2	-	1.2	3.4	82
B0302	Police Operational Support Building	-	337.2	337.2	337.2	1,011.6	83
M8915	Police Portable Radio Replacement Plan	8.1	8.1	8.1	8.1	32.4	83
TBD	Police Radio System Replacement	-	-	-	1,508.0	1,508.0	83
B0204	Police Fire/Training Facility Phase 2	-	98.8	98.8	98.8	296.4	85
TBD	Portable Noise Monitors	0.5	0.5	0.5	0.5	2.0	85
V4001	Radio Telemetry - Monitoring Automation Citywide (Sewer)	4.0	4.0	4.0	4.0	16.0	86
W4001	Radio Telemetry - Monitoring Automation Citywide (Water)	5.0	5.0	5.0	5.0	20.0	86
TBD	Regional GAC Regeneration Facility	-	-	750.0	1,500.0	2,250.0	88
V9908	Relief Sewers – Citywide	2.0	2.0	2.0	2.0	8.0	88
T6101	Roadway Capacity Improvements	0.4	0.4	0.4	0.4	1.6	89
TBD	Scottsdale Ranch Park Tennis Courts	-	10.0	10.0	10.0	30.0	91
S7005	Scottsdale Road - Frank Lloyd Wright to Thompson Peak	10.1	10.1	10.1	10.1	40.4	91
S0311	Scottsdale Road - Thompson Peak to Pinnacle Peak	-	-	10.0	10.0	20.0	93
P0207	Scottsdale Senior Center at Granite Reef	179.8	359.6	359.6	359.6	1,258.6	93
W0303	Security Enhancements	2.0	2.0	2.0	2.0	8.0	94
TBD	Security Lighting Install-Main Aprons/Kilo	1.0	1.0	1.0	1.0	4.0	95
S0313	Shea Blvd and 92nd St - Intersection Improvement	0.5	0.5	0.5	0.5	2.0	96
S0314	Shea Blvd and Hayden Intersection Improvement	-	0.2	0.2	0.2	0.6	97
P9904	Sports Lighting Expansion & Upgrades	41.0	59.0	59.0	59.0	218.0	98
P0402	Spring Training Facility	-	1,000.0	1,000.0	1,000.0	3,000.0	98
S0406	SRP Street Light Purchase	172.0	172.1	172.3	172.3	688.7	98
S0404	Stacked 40 - Center Rd to Hayden	26.4	26.4	26.4	26.4	105.6	99
S0405	Stacked 40 - North Frontage Road	8.3	8.3	8.3	8.3	33.2	99
S0317	Thunderbird/Redfield - Scottsdale to Hayden	2.8	2.8	2.8	2.8	11.2	101
P9035	Trail Development/Acquisition	15.0	15.0	15.0	15.0	60.0	102
S0319	Union Hills Drive - Scottsdale to 74th St	9.0	9.0	9.0	9.0	36.0	104
M0210	Utility Billing System	194.5	201.3	208.6	216.1	820.5	106
TBD	Vista Del Camino Ballfield Renovation	-	-	10.0	10.0	20.0	106
P0307	Vista Del Camino Remodel/Expansion	22.5	22.5	22.5	22.5	90.0	107
W8570	Waterline Replacements	3.0	3.0	3.0	3.0	12.0	109
W4708	Well Sites	20.0	20.0	20.0	20.0	80.0	109
TBD	WestWorld-115,000 Sq.Ft. Multipurpose Building	-	-	1,015.0	1,015.0	2,030.0	109
TBD	WestWorld-Electronic Signage	5.0	5.5	6.0	6.0	22.5	111
D0207	WestWorld-Restroom Facility	9.0	9.0	9.0	9.0	36.0	112
TBD	WestWorld-Stall Mats	(60.5)	(60.5)	(60.5)	(60.5)	(242.0)	112
W0304	Zone 12/13 Water Transmission Lines	5.0	5.0	5.0	5.0	20.0	113
Total Estimated Operating Impacts		6,466.2	14,842.1	17,484.3	20,128.3	58,920.9	

PROJECT DESCRIPTIONS

Capital Improvement Plan

Capital Improvement Plan - Project Descriptions

The following section provides detail on each of the adopted CIP projects for FY 2004/05. The projects are listed in alphabetical order and include the project title and number, project cost, estimated inception to date (ITD) expenditures, operating impact, project location, project description, and specific funding source(s) by fiscal year.

104th Street Storm Drain-Cactus Road to Cholla Drive

Project Number: F2101

Project Cost: \$225,000

Estimated ITD Expenditures: \$97,500

Operating Impact: \$0

Location: Bounded by 100th Street on the west; 105th Street on the east; Cactus Road on the north; Cholla Dr/Shea Blvd on the south

Description: Construct a combination of storm drains and drainage channel improvements, as identified in Scottsdale's Master Storm Water Plan, to provide capacities to handle the 100-year storm level.

Funding Source(s)	Proposed FY 2004/05	FY 2005/06	FY 2006/07	FY 2007/08	FY 2008/09	Total
General Fund	225.0	-	-	-	-	225.0

124th Street Access Area Amenities

Project Number: P0403

Project Cost: \$1,526,100

Estimated ITD Expenditures: \$0

Operating Impact: \$25,000

Location: 124th Street and Sweetwater Avenue alignments

Description: This project is for the construction of amenities at the major south community access area into the McDowell Sonoran Preserve located near Lost Dog Wash along the 124th Street alignment. This access area will serve as a staging area for exploration of the Preserve through connection to the existing and planned citywide trail system both in and outside of the Preserve.

Funding Source(s)	Proposed FY 2004/05	FY 2005/06	FY 2006/07	FY 2007/08	FY 2008/09	Total
Bond 2000	1,526.1	-	-	-	-	1,526.1

91st Avenue – Salt River Outfall Rehabilitation

Project Number: V0402

Project Cost: \$9,000,000

Estimated ITD Expenditures: \$1,750,200

Operating Impact: \$0

Location: 91st Avenue in Phoenix

Description: Provide for capital modifications and improvements to the Salt River Outfall (SRO) sewer line which transmits sewer flows from Scottsdale City limits to the Phoenix 91st Avenue Treatment Plant, in which the City of Scottsdale has existing intergovernmental agreements with the Sub-Regional Operating Group (SROG).

Funding Source(s)	Proposed FY 2004/05	FY 2005/06	FY 2006/07	FY 2007/08	FY 2008/09	Total
Sewer Rates	7,000.0	1,000.0	1,000.0	-	-	9,000.0

PROJECT DESCRIPTIONS

Capital Improvement Plan

91st Avenue Wastewater Treatment Plant

Project Number: V6402

Project Cost: \$58,636,000

Estimated ITD Expenditures: \$35,025,100

Operating Impact: \$0

Location: 91st Avenue in Phoenix

Description: Provide for facility modifications and improvements at the existing 91st Avenue Wastewater Treatment Plant.

Funding Source(s)	Proposed FY 2004/05	FY 2005/06	FY 2006/07	FY 2007/08	FY 2008/09	Total
Sewer Rates	39,130.6	4,000.0	5,000.0	6,000.0	3,000.0	57,130.6
Sewer Dev Fees	1,505.4	-	-	-	-	1,505.4
Total	40,636.0	4,000.0	5,000.0	6,000.0	3,000.0	58,636.0

91st Avenue Wastewater Treatment Plant – UP01 Expansion

Project Number: V9901

Project Cost: \$49,632,000

Estimated ITD Expenditures: \$20,029,000

Operating Impact: \$0

Location: 91st Avenue in Phoenix

Description: Provide for additional solids handling capacity at the 91st Avenue Wastewater Treatment Plant by contributing to the capital expansion of the plant's solid handling facility. Capacity expansion is due to growth and development within the city.

Funding Source(s)	Proposed FY 2004/05	FY 2005/06	FY 2006/07	FY 2007/08	FY 2008/09	Total
Sewer Dev Fees	34,632.0	8,000.0	1,000.0	1,000.0	5,000.0	49,632.0

96th Street – Shea Blvd. to Sweetwater Blvd.

Project Number: S9903

Project Cost: \$3,589,000

Estimated ITD Expenditures: \$712,800

Operating Impact: \$0

Location: 96th Street-Shea Boulevard to Sweetwater Boulevard

Description: Construct a two-lane minor collector with neighborhood enhancements from Becker Lane to Sweetwater Avenue and a four-lane major collector from Shea Boulevard to Becker Lane. North of Cactus Road, the corridor will include the Upper Camelback Wash multi-use path improvements.

Funding Source(s)	Proposed FY 2004/05	FY 2005/06	FY 2006/07	FY 2007/08	FY 2008/09	Total
Sales Tax	3,003.1	-	-	-	-	3,003.1
GO Bonds	585.9	-	-	-	-	585.9
Total	3,589.0	-	-	-	-	3,589.0

PROJECT DESCRIPTIONS

Capital Improvement Plan

ABC Building Bathroom Remodel

Project Number: TBD

Project Cost: \$40,000

Estimated ITD Expenditures: \$0

Operating Impact: \$0

Location: Scottsdale Airport – 15000 N. Airport Drive

Description: Remodel the Aviation Business Center (ABC) bathrooms.

Funding Source(s)	Proposed FY 2004/05	FY 2005/06	FY 2006/07	FY 2007/08	FY 2008/09	Total
Aviation Funds	40.0	-	-	-	-	40.0

Accessibility-Facility Modifications

Project Number: B8805

Project Cost: \$2,248,400

Estimated ITD Expenditures: \$765,600

Operating Impact: \$0

Location: Citywide

Description: This project is for the removal of identified physical barriers to persons with disabilities. Individual projects include the upgrading of restroom facilities, installation of curb cuts, and creation of accessible parking to current ADA (Americans with Disabilities Act) specifications.

Funding Source(s)	Proposed FY 2004/05	FY 2005/06	FY 2006/07	FY 2007/08	FY 2008/09	Total
General Fund	1,330.2	250.0	250.0	218.2	200.0	2,248.4

ADOT E3S12 Design

Project Number: A0308

Project Cost: \$200,200

Estimated ITD Expenditures: \$22,500

Operating Impact: \$0

Location: Scottsdale Airport – 15000 N. Airport Drive

Description: Completion of design concept reports for future airport capital projects.

Funding Source(s)	Proposed FY 2004/05	FY 2005/06	FY 2006/07	FY 2007/08	FY 2008/09	Total
Aviation Funds	22.5	-	-	-	-	22.5
Grants	177.7	-	-	-	-	177.7
Total	200.2	-	-	-	-	200.2

PROJECT DESCRIPTIONS

Capital Improvement Plan

ADOT E4S39 Security Improvements

Project Number: A0409

Project Cost: \$284,700

Estimated ITD Expenditures: \$147,500

Operating Impact: \$0

Location: Scottsdale Airport – 15000 N. Airport Drive

Description: Design and construct security improvements to include fencing, gates, cameras and motion sensors.

Funding Source(s)	Proposed FY 2004/05	FY 2005/06	FY 2006/07	FY 2007/08	FY 2008/09	Total
Aviation Funds	25.9	-	-	-	-	25.9
Grants	258.8	-	-	-	-	258.8
Total	284.7	-	-	-	-	284.7

Advanced Water Treatment Plant - Phase 3

Project Number: V0204

Project Cost: \$9,750,000

Estimated ITD Expenditures: \$271,400

Operating Impact: \$0

Location: 8787 E. Hualapai Drive

Description: The concept design for the Water Campus calls for expansion to 20 million gallons per day capacity plant by 2005 from the Phase II capacity of 12 million gallons per day. This project allows for the further purification of reclaimed water prior to recharge into vadose zone wells. Elements of the project include expanded micro-filtration and reverse osmosis capability.

Funding Source(s)	Proposed FY 2004/05	FY 2005/06	FY 2006/07	FY 2007/08	FY 2008/09	Total
Wtr Res Dev Fees	2,047.5	-	-	-	-	2,047.5
Sewer Dev Fees	7,702.5	-	-	-	-	7,702.5
Total	9,750.0	-	-	-	-	9,750.0

AFIS Replacement

Project Number: TBD

Project Cost: \$308,000

Estimated ITD Expenditures: \$0

Operating Impact: \$0

Location: Citywide

Description: Replacement of a portion of current Automated Fingerprint Identification System (AFIS) that is over 10 years old and requires updates to maintain state standards.

Funding Source(s)	Proposed FY 2004/05	FY 2005/06	FY 2006/07	FY 2007/08	FY 2008/09	Total
General Fund	148.1	20.7	139.2	-	-	308.0

PROJECT DESCRIPTIONS

Capital Improvement Plan

Aging Park Facility Renovations

Project Number: P0302

Project Cost: \$4,497,300

Estimated ITD Expenditures: \$684,300

Operating Impact: \$83,600

Location: Multiple locations

Description: This is a combination of such projects as: tennis court rebuild, renovate stadium outfield, bike path re-lighting, citywide park signage replacement, Mountain View Teen Center/Stage Renovation, Club SAR addition, and Indian School Park Neighborhood Center.

Funding Source(s)	Proposed FY 2004/05	FY 2005/06	FY 2006/07	FY 2007/08	FY 2008/09	Total
Bond 2000	4,497.3	-	-	-	-	4,497.3

Aging Parks-Chaparral Pool Building

Project Number: P0204

Project Cost: \$1,605,000

Estimated ITD Expenditures: \$1,133,000

Operating Impact: \$0

Location: 5401 N. Hayden Road

Description: Remodel and update the existing pool building, which will include installing a roof structure over the locker/shower.

Funding Source(s)	Proposed FY 2004/05	FY 2005/06	FY 2006/07	FY 2007/08	FY 2008/09	Total
Bond 2000	1,605.0	-	-	-	-	1,605.0

Airport Parking Lot Lighting Upgrades

Project Number: TBD

Project Cost: \$76,500

Estimated ITD Expenditures: \$0

Operating Impact: \$0

Location: Scottsdale Airport – 15000 N. Airport Drive

Description: Replacement and remodeling of exterior lighting to comply with current recommended industry standards.

Funding Source(s)	Proposed FY 2004/05	FY 2005/06	FY 2006/07	FY 2007/08	FY 2008/09	Total
Aviation Funds	76.5	-	-	-	-	76.5

PROJECT DESCRIPTIONS

Capital Improvement Plan

Airport Perimeter Blast Fence

Project Number: A0408

Project Cost: \$189,500

Estimated ITD Expenditures: \$144,200

Operating Impact: \$0

Location: Scottsdale Airport – 15000 N. Airport Drive

Description: Design and install blast fences in areas where jet blast and associated debris may cause damage/injury.

Funding Source(s)	Proposed FY 2004/05	FY 2005/06	FY 2006/07	FY 2007/08	FY 2008/09	Total
Aviation Funds	8.5	-	-	-	-	8.5
Grants	181.0	-	-	-	-	181.0
Total	189.5	-	-	-	-	189.6

Airport Security Fencing

Project Number: A0401

Project Cost: \$250,000

Estimated ITD Expenditures: \$0

Operating Impact: \$0

Location: Scottsdale Airport – 15000 N. Airport Drive

Description: Upgrade all security fencing at Scottsdale Airport.

Funding Source(s)	Proposed FY 2004/05	FY 2005/06	FY 2006/07	FY 2007/08	FY 2008/09	Total
Aviation Funds	250.0	-	-	-	-	250.0

Airport Terminal Area Renovations

Project Number: A0302

Project Cost: \$1,496,300

Estimated ITD Expenditures: \$0

Operating Impact: \$3,000

Location: Scottsdale Airport – 15000 N. Airport Drive

Description: This project will allow for the renovation of the airport access road, added parking, enlarging of the terminal, conversion of landscaping and installation of lighting.

Funding Source(s)	Proposed FY 2004/05	FY 2005/06	FY 2006/07	FY 2007/08	FY 2008/09	Total
Aviation Funds	110.0	380.0	-	503.1	503.2	1,496.3

PROJECT DESCRIPTIONS

Capital Improvement Plan

Alameda/122nd Street Booster Pump Station

Project Number: W2105

Project Cost: \$1,550,000

Estimated ITD Expenditures: \$18,600

Operating Impact: \$16,000

Location: Alameda Road and 122nd Street

Description: This project will construct a 1.5 MGD Zone 13 booster pump station within the Sonoran Crest subdivision serving the southern areas of Zone 13 and Zones 12 and 11 to the east. The area is generally bounded between Jomax Road and the existing Preserve and 118th Street and the designated Preserve Initiative area.

Funding Source(s)	Proposed FY 2004/05	FY 2005/06	FY 2006/07	FY 2007/08	FY 2008/09	Total
Water Dev Fees	150.0	700.0	700.0	-	-	1,550.0

Apron Pavement Overlay (PMMP) – Delta, Shades, & Terminal

Project Number: TBD

Project Cost: \$1,081,000

Estimated ITD Expenditures: \$0

Operating Impact: \$0

Location: Scottsdale Airport – 15000 N. Airport Drive

Description: Pavement overlay for aircraft parking areas designated Air Commerce, T-Shades, CJAC, Corporate Jets, Terminal and SDL FBO aprons.

Funding Source(s)	Proposed FY 2004/05	FY 2005/06	FY 2006/07	FY 2007/08	FY 2008/09	Total
Aviation Funds	108.1	-	-	-	-	108.1
Grants	972.9	-	-	-	-	972.9
Total	1,081.0	-	-	-	-	1,081.0

Apron Pavement Reconstruction – Corporate Jets

Project Number: TBD

Project Cost: \$751,000

Estimated ITD Expenditures: \$0

Operating Impact: \$0

Location: Scottsdale Airport – 15000 N. Airport Drive

Description: Reconstruct aircraft parking areas designated “corporate jets” apron.

Funding Source(s)	Proposed FY 2004/05	FY 2005/06	FY 2006/07	FY 2007/08	FY 2008/09	Total
Aviation Funds	-	-	-	-	38.0	38.0
Grants	-	-	-	-	713.0	713.0
Total	-	-	-	-	751.0	751.0

PROJECT DESCRIPTIONS

Capital Improvement Plan

Arabian Library Phase II

Project Number: P0201

Project Cost: \$8,652,000

Estimated ITD Expenditures: \$478,900

Operating Impact: \$398,000

Location: 10187 E. McDowell Mountain Ranch Road

Description: Design and construct a 25,000 square foot branch library in the McDowell Mountain Ranch park area at the Desert Canyon school campus.

Funding Source(s)	Proposed FY 2004/05	FY 2005/06	FY 2006/07	FY 2007/08	FY 2008/09	Total
Bond 2000	479.5	-	8,172.5	-	-	8,652.0

Architect/Engineer Services

Project Number: W3705

Project Cost: \$1,860,000

Estimated ITD Expenditures: \$1,423,700

Operating Impact: \$0

Location: Citywide

Description: Provide architect/engineer services on an as-needed basis for minor future studies, planning or design.

Funding Source(s)	Proposed FY 2004/05	FY 2005/06	FY 2006/07	FY 2007/08	FY 2008/09	Total
Water Dev Fees	1,710.0	-	150.0	-	-	1,860.0

Arsenic Mitigation Treatment

Project Number: W2106

Project Cost: \$59,500,000

Estimated ITD Expenditures: \$2,206,700

Operating Impact: \$4,500,000

Location: Multiple locations

Description: Program to comply with the Arsenic Rule of the Safe Drinking Water Act. Select the arsenic mitigation treatment technique that is appropriate for use at Scottsdale groundwater sources. Design and construct arsenic mitigation treatment processes. Arsenic mitigation treatment may be located at certain well sites throughout the City and in regionalized groundwater treatment facilities.

Funding Source(s)	Proposed FY 2004/05	FY 2005/06	FY 2006/07	FY 2007/08	FY 2008/09	Total
Water Rates	34,500.0	15,000.0	10,000.0	-	-	59,500.0

PROJECT DESCRIPTIONS

Capital Improvement Plan

Art In Public Places

Project Number: P8740

Project Cost: \$6,299,200

Estimated ITD Expenditures: \$3,189,500

Operating Impact: \$0

Location: Citywide

Description: Provide funding for the City's allocation of 1% of current revenue-funded capital projects as required by City ordinance.

Funding Source(s)	Proposed FY 2004/05	FY 2005/06	FY 2006/07	FY 2007/08	FY 2008/09	Total
General Fund	3,762.8	112.7	201.8	66.3	53.6	4,197.2
Water Rates	1,120.5	209.8	147.4	17.8	25.2	1,520.7
Sewer Rates	210.8	56.5	72.7	63.2	36.8	440.0
Sales Tax	117.3	-	-	-	-	117.3
Bond 2000	24.0	-	-	-	-	24.0
Total	5,235.4	379.0	421.9	147.3	115.6	6,299.2

Arterial Roadway Street Lighting

Project Number: T9005

Project Cost: \$828,100

Estimated ITD Expenditures: \$227,300

Operating Impact: \$0

Location: Multiple locations

Description: Addition of streetlights to roadway sections that are currently unlighted.

Funding Source(s)	Proposed FY 2004/05	FY 2005/06	FY 2006/07	FY 2007/08	FY 2008/09	Total
General Fund	528.1	-	-	-	-	528.1
GO Bonds	300.0	-	-	-	-	300.0
Total	828.1	-	-	-	-	828.1

Asset Consolidation

Project Number: TBD

Project Cost: \$2,000,000

Estimated ITD Expenditures: \$0

Operating Impact: \$0

Location: 7447 E. Indian School Road

Description: Renovate and expand OCC office building by constructing additional offices and meeting rooms, and relocating public areas on the first and second levels of the existing atrium.

Funding Source(s)	Proposed FY 2004/05	FY 2005/06	FY 2006/07	FY 2007/08	FY 2008/09	Total
General Fund	1,000.0	-	-	-	-	1,000.0
Contributions	1,000.0	-	-	-	-	1,000.0
Total	2,000.0	-	-	-	-	2,000.0

PROJECT DESCRIPTIONS

Capital Improvement Plan

Automated Flood Warning System-North Area

Project Number: F8410

Project Cost: \$194,400

Estimated ITD Expenditures: \$21,000

Operating Impact: \$0

Location: Citywide

Description: Identify critical city facility mitigation measures and identify wash crossings on major roadways and gage the flow by direct or indirect methods. Also, provide an early warning system and automatically alert safety and field forces so that appropriate action can be taken while at the same time identifying areas of the city that are likely to be impacted by severe weather.

Funding Source(s)	Proposed FY 2004/05	FY 2005/06	FY 2006/07	FY 2007/08	FY 2008/09	Total
General Fund	97.5	-	-	-	-	97.5
FCD Contribution	96.9	-	-	-	-	96.9
Total	194.4	-	-	-	-	194.4

Aviation Grant Match Contingency

Project Number: TBD

Project Cost: \$150,000

Estimated ITD Expenditures: \$0

Operating Impact: \$0

Location: Scottsdale Airport – 15000 N. Airport Drive

Description: Flexibility to take advantage of unanticipated grant projects.

Funding Source(s)	Proposed FY 2004/05	FY 2005/06	FY 2006/07	FY 2007/08	FY 2008/09	Total
Aviation Funds	150.0	-	-	-	-	150.0

Aviation Noise Exposure Maps

Project Number: A0301

Project Cost: \$340,900

Estimated ITD Expenditures: \$317,600

Operating Impact: \$0

Location: Scottsdale Airport – 15000 N. Airport Drive

Description: Conduct a study to update the Noise Exposure Maps for the Airport's Noise Compatibility Program.

Funding Source(s)	Proposed FY 2004/05	FY 2005/06	FY 2006/07	FY 2007/08	FY 2008/09	Total
Aviation Funds	31.0	-	-	-	-	31.0
Grants	309.7	-	-	-	-	309.9
Total	340.7	-	-	-	-	340.9

PROJECT DESCRIPTIONS

Capital Improvement Plan

Barcode Equipment for Property/Evidence/Asset Tracking

Project Number: M9911

Project Cost: \$97,900

Estimated ITD Expenditures: \$23,500

Operating Impact: \$0

Location: Technology

Description: Add bar code equipment to facilitate the inventory and checkout of property and evidence items impounded by the police department.

Funding Source(s)	Proposed FY 2004/05	FY 2005/06	FY 2006/07	FY 2007/08	FY 2008/09	Total
General Fund	97.9	-	-	-	-	97.9

Bell Road – 94th to Thompson Peak Parkway

Project Number: TBD

Project Cost: \$5,046,000

Estimated ITD Expenditures: \$0

Operating Impact: \$27,600

Location: Bell Road-94th Street to Thompson Peak Parkway

Description: Construct the remaining two travel lanes, a landscaped median, bike lanes, sidewalks and a new wash crossing.

Funding Source(s)	Proposed FY 2004/05	FY 2005/06	FY 2006/07	FY 2007/08	FY 2008/09	Total
Sales Tax	505.0	3,341.0	-	-	-	3,846.0
Contributions	-	1,200.0	-	-	-	1,200.0
Total	505.0	4,541.0	-	-	-	5,046.0

Bikeways Program

Project Number: P0704

Project Cost: \$12,406,800

Estimated ITD Expenditures: \$1,340,600

Operating Impact: \$0

Location: Multiple locations

Description: Improve multi-use paths and on street bicycle facilities to include: Pima Path north of Via de Ventura, Railroad Park connection, grade separated crossings, Papago Salado Loop Trail, Powerline Corridor Path and upgrades to existing path segments.

Funding Source(s)	Proposed FY 2004/05	FY 2005/06	FY 2006/07	FY 2007/08	FY 2008/09	Total
Bond 2000	699.5	1,870.0	3,300.0	1,460.3	-	7,329.8
GO Bonds	514.2	-	-	-	-	514.2
Sales Tax	1,190.5	500.0	-	-	1,500.0	3,190.5
Grants	1,372.3	-	-	-	-	1,372.3
Total	3,776.5	2,370.0	3,300.0	1,460.3	1,500.0	12,406.8

PROJECT DESCRIPTIONS

Capital Improvement Plan

Booster Station Upgrades

Project Number: W9903

Project Cost: \$575,000

Estimated ITD Expenditures: \$235,300

Operating Impact: \$2,000

Location: Multiple locations

Description: Upgrade components of the production system as needed to meet system demands.

Funding Source(s)	Proposed FY 2004/05	FY 2005/06	FY 2006/07	FY 2007/08	FY 2008/09	Total
Water Dev Fees	575.0	-	-	-	-	575.0

Bus Bay Improvement Program

Project Number: T8110

Project Cost: \$3,808,800

Estimated ITD Expenditures: \$84,400

Operating Impact: \$0

Location: Multiple locations

Description: Install up to ten bus pullouts per year on the far side of signalized intersections to allow buses to pick up and discharge passengers outside of the flow of traffic.

Funding Source(s)	Proposed FY 2004/05	FY 2005/06	FY 2006/07	FY 2007/08	FY 2008/09	Total
Bond 2000	1,272.2	390.0	335.0	600.0	625.0	3,222.2
Grants	186.6	160.0	240.0	-	-	586.6
Total	1,458.8	550.0	575.0	600.0	625.0	3,808.8

Bus Shelters Program

Project Number: T1702

Project Cost: \$2,737,100

Estimated ITD Expenditures: \$549,800

Operating Impact: \$22,000

Location: Multiple locations

Description: Construct shelters to provide weather protection, seating, bike racks and other amenities at bus stops located throughout the community.

Funding Source(s)	Proposed FY 2004/05	FY 2005/06	FY 2006/07	FY 2007/08	FY 2008/09	Total
Sales Tax	1,185.4	56.8	-	550.0	-	1,792.2
Grants	597.7	347.2	-	-	-	944.9
Total	1,783.1	404.0	-	550.0	-	2,737.1

PROJECT DESCRIPTIONS

Capital Improvement Plan

Buses Expansion

Project Number: G9001

Project Cost: \$6,792,600 **Estimated ITD Expenditures:** \$1,818,200 **Operating Impact:** \$1,200,000

Location: Transit equipment

Description: Purchase small (~30') buses or specialty vehicles to operate within Scottsdale to reduce the City's capital costs associated with providing transit services.

Funding Source(s)	Proposed FY 2004/05	FY 2005/06	FY 2006/07	FY 2007/08	FY 2008/09	Total
Bond 2000	584.6	-	588.0	-	-	1,172.6
Grants	3,268.0	-	2,352.0	-	-	5,620.0
Total	3,852.6	-	2,940.0	-	-	6,792.6

Cactus Road – Pima Freeway to Frank Lloyd Wright

Project Number: S2102

Project Cost: \$8,650,400 **Estimated ITD Expenditures:** \$873,600 **Operating Impact:** \$7,300

Location: Cactus Road - Freeway to Frank Lloyd Wright Boulevard

Description: Construct four-lane major collector between Pima freeway and 96th Street and two-lane neighborhood collector between 96th Street and Frank Lloyd Wright. Entire corridor will include medians/center turn lanes, bike lanes, curb and gutter, sidewalk and multi-use non-paved trail. A multi-use paved path will also be included between 96th and FLW.

Funding Source(s)	Proposed FY 2004/05	FY 2005/06	FY 2006/07	FY 2007/08	FY 2008/09	Total
Bond 2000	8,650.4	-	-	-	-	8,650.4

Camelback Road – 64th to 68th

Project Number: S0301

Project Cost: \$1,474,400 **Estimated ITD Expenditures:** \$220,100 **Operating Impact:** \$0

Location: Camelback Road from 64th Street to 68th Street

Description: Build a four-lane roadway with medians/turn lanes, sidewalk, curb and gutter, and traffic signal improvements to complete the last section of Camelback Road.

Funding Source(s)	Proposed FY 2004/05	FY 2005/06	FY 2006/07	FY 2007/08	FY 2008/09	Total
Sales Tax	1,474.4	-	-	-	-	1,474.4

PROJECT DESCRIPTIONS

Capital Improvement Plan

Camelback/Scottsdale and Marshall Way

Project Number: TBD

Project Cost: \$1,000,000

Estimated ITD Expenditures: \$0

Operating Impact: \$8,600

Location: Camelback Road from Marshall Way to Scottsdale Road

Description: Modify eastbound Camelback at Scottsdale Road to include dual left turns and an improved right turn lane and reduce westbound Camelback to two lanes. Modifications will also be made to Marshall Way between the Arizona Canal and Camelback Road.

Funding Source(s)	Proposed FY 2004/05	FY 2005/06	FY 2006/07	FY 2007/08	FY 2008/09	Total
Sales Tax	1,000.0	-	-	-	-	1,000.0

CAP Basin Lighted Sports Complex

Project Number: P0205

Project Cost: \$12,428,200

Estimated ITD Expenditures: \$932,800

Operating Impact: \$726,900

Location: North of Tournament Player's Club golf course

Description: Develop the 70 acre basin/parking area north of the Tournament Players Club golf course into a soccer complex consisting of four lighted championship soccer fields, six unlighted soccer fields, two restroom/concession facilities, a playground and ramadas, a lighted basketball sports court, a multi-use path around the perimeter, a pedestrian overpass on Princess Drive, and formal parking for 665 vehicles. In addition, the existing storm water retention area will be preserved and parking on the improved soccer fields will be available for special events at the Tournament Players Club golf course.

Funding Source(s)	Proposed FY 2004/05	FY 2005/06	FY 2006/07	FY 2007/08	FY 2008/09	Total
Bond 2000	11,928.2	-	-	-	-	11,928.2
Grants	500.0	-	-	-	-	500.0
Total	12,428.2	-	-	-	-	12,428.2

CAP - Hayden-Shea Water Connection

Project Number: W0301

Project Cost: \$12,000,000

Estimated ITD Expenditures: \$759,700

Operating Impact: \$0

Location: Shea Boulevard - Pima Freeway to Hayden Road

Description: Construct four miles of water transmission main from Shea Blvd. to the Salt River Project Arizona Canal to deliver water to McCormick Ranch.

Funding Source(s)	Proposed FY 2004/05	FY 2005/06	FY 2006/07	FY 2007/08	FY 2008/09	Total
Water Rates	12,000.0	-	-	-	-	12,000.0

PROJECT DESCRIPTIONS

Capital Improvement Plan

CAP - Plant Expansion

Project Number: W0202

Project Cost: \$57,400,000 **Estimated ITD Expenditures:** \$2,710,100 **Operating Impact:** \$1,300,000

Location: 8660 E. Union Hills Road

Description: The existing CAP water treatment plant will be expanded from its current capacity of 50 mgd to a capacity of 75 mgd. This will allow the replacement of well water in north Scottsdale with treated surface water, in compliance with Federal and State laws.

Funding Source(s)	Proposed FY 2004/05	FY 2005/06	FY 2006/07	FY 2007/08	FY 2008/09	Total
Water Dev Fees	13,400.0	3,000.0	3,000.0	20,000.0	-	39,400.0
Water Rates	18,000.0	-	-	-	-	18,000.0
Total	31,400.0	3,000.0	3,000.0	20,000.0	-	57,400.0

Chaparral Park Extension

Project Number: P0206

Project Cost: \$4,412,700 **Estimated ITD Expenditures:** \$222,200 **Operating Impact:** \$175,000

Location: 5401 N. Hayden Road

Description: Build active recreational amenities on approximately 20 acres north of Chaparral Park at the intersection of Hayden Road and McDonald Drive. The planned amenities include two lighted multi-use fields, off-leash dog area, playground, picnic ramadas, and support facilities such as parking, pathways, and security lighting. This project includes renovating the existing Chaparral ballfield complex.

Funding Source(s)	Proposed FY 2004/05	FY 2005/06	FY 2006/07	FY 2007/08	FY 2008/09	Total
General Fund	4,412.7	-	-	-	-	4,412.7

Chaparral Water Treatment Plant

Project Number: W9911

Project Cost: \$78,357,900 **Estimated ITD Expenditures:** \$14,779,400 **Operating Impact:** \$200,000

Location: East of southeast corner of Hayden Road /McDonald Drive

Description: Design and construct a 30 million gallons per day water treatment plant to treat the city's allocation of SRP water.

Funding Source(s)	Proposed FY 2004/05	FY 2005/06	FY 2006/07	FY 2007/08	FY 2008/09	Total
Water Dev Fees	3,134.3	-	-	-	-	3,134.3
Water Rates	75,223.6	-	-	-	-	75,223.6
Total	78,357.9	-	-	-	-	78,357.9

PROJECT DESCRIPTIONS

Capital Improvement Plan

Chaparral WTP Influent Waterline

Project Number: W4702

Project Cost: \$5,242,800

Estimated ITD Expenditures: \$903,400

Operating Impact: \$1,000

Location: 82nd Street west of canal, south on 82nd Street, across McDonald Drive to Chaparral WTP

Description: Design and construct a 42-inch diameter influent waterline from the Arizona Canal to the Chaparral Water Treatment Plant.

Funding Source(s)	Proposed FY 2004/05	FY 2005/06	FY 2006/07	FY 2007/08	FY 2008/09	Total
Water Rates	4,718.5	-	-	-	-	4,718.5
Water Dev Fees	524.3	-	-	-	-	524.3
Total	5,242.8	-	-	-	-	5,242.8

Chaparral WTP Water Distribution System

Project Number: W0302

Project Cost: \$9,500,000

Estimated ITD Expenditures: \$250,800

Operating Impact: \$2,000

Location: Multiple locations

Description: Construct two miles of 42" water transmission main from McDonald Drive to Indian School Road.

Funding Source(s)	Proposed FY 2004/05	FY 2005/06	FY 2006/07	FY 2007/08	FY 2008/09	Total
Water Rates	9,320.0	-	-	-	-	9,320.0
Water Dev Fees	180.0	-	-	-	-	180.0
Total	9,500.0	-	-	-	-	9,500.0

CIP Advance Planning Program

Project Number: T4701

Project Cost: \$2,983,000

Estimated ITD Expenditures: \$1,804,800

Operating Impact: \$0

Location: Citywide

Description: Conduct studies, travel demand modeling, analysis and internal/external coordination to determine future capital improvement needs for major street, intersection, traffic management and transit projects.

Funding Source(s)	Proposed FY 2004/05	FY 2005/06	FY 2006/07	FY 2007/08	FY 2008/09	Total
Sales Tax	2,131.1	200.0	200.0	200.0	200.0	2,931.1
GO Bonds	51.9	-	-	-	-	51.9
Total	2,183.0	200.0	200.0	200.0	200.0	2,983.0

PROJECT DESCRIPTIONS

Capital Improvement Plan

City Attorney-Automate Criminal Justice System

Project Number: M8838

Project Cost: \$250,000

Estimated ITD Expenditures: \$185,100

Operating Impact: \$0

Location: Technology

Description: Purchase hardware, software, and technical consulting to automate paper processes and develop a database to track statistical information for workload indicators in the Prosecution Division of the City Attorney's office.

Funding Source(s)	Proposed FY 2004/05	FY 2005/06	FY 2006/07	FY 2007/08	FY 2008/09	Total
General Fund	250.0	-	-	-	-	250.0

City Attorney-Legal Case Matter Management System

Project Number: M0402

Project Cost: \$160,000

Estimated ITD Expenditures: \$0

Operating Impact: \$18,000

Location: Technology

Description: Purchase and install an automated case matter management system for the Civil Division.

Funding Source(s)	Proposed FY 2004/05	FY 2005/06	FY 2006/07	FY 2007/08	FY 2008/09	Total
General Fund	160.0	-	-	-	-	160.0

City Hall – Kiva Electrical Upgrade

Project Number: B0404

Project Cost: \$300,000

Estimated ITD Expenditures: \$0

Operating Impact: \$0

Location: City Hall – Civic Center Mall

Description: Upgrade the electrical supply and distribution system for the City Hall/Kiva. It will provide ground fault interruption and safer working conditions for repairs and outages.

Funding Source(s)	Proposed FY 2004/05	FY 2005/06	FY 2006/07	FY 2007/08	FY 2008/09	Total
General Fund	300.0	-	-	-	-	300.0

PROJECT DESCRIPTIONS

Capital Improvement Plan

Citywide Flow Monitoring

Project Number: V9902

Project Cost: \$910,000

Estimated ITD Expenditures: \$440,200

Operating Impact: \$0

Location: Multiple locations

Description: Conduct flow monitoring at various locations throughout Scottsdale to check flow levels in the sanitary sewer system.

Funding Source(s)	Proposed FY 2004/05	FY 2005/06	FY 2006/07	FY 2007/08	FY 2008/09	Total
Sewer Dev Fees	660.0	-	-	-	-	660.0
Sewer Rates	250.0	-	-	-	-	250.0
Total	910.0	-	-	-	-	910.0

Civic Center East Drainage Improvements

Project Number: TBD

Project Cost: \$1,459,200

Estimated ITD Expenditures: \$0

Operating Impact: \$0

Location: The area bounded by Indian School Road on the north; Indian Bend Wash on the east; Osborn Road on the south; and Civic Center Boulevard on the west

Description: The goal of the project is to eliminate flooding up to the 10-year event for this highly developed residential and commercial area. The options for this project focus on the installation of an additional storm drain in the 2nd Street alignment. The current drainage system conveys approximately the 2-year event. The total watershed area is approximately 0.4 square miles.

Funding Source(s)	Proposed FY 2004/05	FY 2005/06	FY 2006/07	FY 2007/08	FY 2008/09	Total
Bond 2000	131.1	1,328.1	-	-	-	1,459.2

Civic Center Mall Renovations Phase II

Project Number: D0203

Project Cost: \$23,500

Estimated ITD Expenditures: \$23,400

Operating Impact: \$0

Location: Civic Center Mall

Description: Improve pedestrian movement, access, and visibility issues. Also, correct deficiencies in infrastructure that do not currently meet ADA standards.

Funding Source(s)	Proposed FY 2004/05	FY 2005/06	FY 2006/07	FY 2007/08	FY 2008/09	Total
Bond 2000	23.5	-	-	-	-	23.5

PROJECT DESCRIPTIONS

Capital Improvement Plan

Community Services-Class System Upgrades

Project Number: TBD

Project Cost: \$87,400

Estimated ITD Expenditures: \$0

Operating Impact: \$23,000

Location: Technology

Description: Expand the touch-tone registration capabilities, add equipment to allow system access for all remote park sites including sports scheduling, court and equipment reservation capabilities.

Funding Source(s)	Proposed FY 2004/05	FY 2005/06	FY 2006/07	FY 2007/08	FY 2008/09	Total
General Fund	87.4	-	-	-	-	87.4

Container Repair Facilities

Project Number: TBD

Project Cost: \$318,000

Estimated ITD Expenditures: \$0

Operating Impact: \$0

Location: 8417 E. Union Hills Drive

Description: Establish a satellite container repair facility on the west acreage at the City of Scottsdale transfer station facility.

Funding Source(s)	Proposed FY 2004/05	FY 2005/06	FY 2006/07	FY 2007/08	FY 2008/09	Total
Sanitation Rates	-	-	-	318.0	-	318.0

Core North/South Sewer

Project Number: TBD

Project Cost: \$2,598,000

Estimated ITD Expenditures: \$0

Operating Impact: \$5,000

Location: Stacked 40 boundary to Hayden Road

Description: Construct sewer lines within the Stacked 40 northern and southern areas.

Funding Source(s)	Proposed FY 2004/05	FY 2005/06	FY 2006/07	FY 2007/08	FY 2008/09	Total
Sewer Dev Fees	567.0	322.0	87.5	802.5	819.0	2,598.0

PROJECT DESCRIPTIONS

Capital Improvement Plan

Core North/South Water

Project Number: TBD

Project Cost: \$2,598,000

Estimated ITD Expenditures: \$0

Operating Impact: \$5,000

Location: Stacked 40 boundary to Hayden Road

Description: Construct water lines within the Stacked 40 northern and southern areas.

Funding Source(s)	Proposed FY 2004/05	FY 2005/06	FY 2006/07	FY 2007/08	FY 2008/09	Total
Water Dev Fees	567.0	322.0	87.5	802.5	819.0	2,598.0

Courts – Case Management System

Project Number: M0301

Project Cost: \$80,000

Estimated ITD Expenditures: \$0

Operating Impact: \$3,500

Location: Technology

Description: Assessment and enhancement of the Court's case management system.

Funding Source(s)	Proposed FY 2004/05	FY 2005/06	FY 2006/07	FY 2007/08	FY 2008/09	Total
CEF	80.0	-	-	-	-	80.0

Courts – Customer Service Enhancements

Project Number: TBD

Project Cost: \$225,000

Estimated ITD Expenditures: \$0

Operating Impact: \$6,000

Location: 3700 N. 75th Street

Description: Enhance existing lobby flow, bailiff workstations and calendar display efficiencies.

Funding Source(s)	Proposed FY 2004/05	FY 2005/06	FY 2006/07	FY 2007/08	FY 2008/09	Total
CEF	225.0	-	-	-	-	225.0

PROJECT DESCRIPTIONS

Capital Improvement Plan

Courts-Expansion

Project Number: TBD

Project Cost: \$590,000

Estimated ITD Expenditures: \$0

Operating Impact: \$288,100

Location: 3700 N 75th Street

Description: Accommodate judicial and support staff for anticipated future increase in caseload. Maintain centralized location of criminal justice facility (police, detention/jail, prosecutors office and court)

Funding Source(s)	Proposed FY 2004/05	FY 2005/06	FY 2006/07	FY 2007/08	FY 2008/09	Total
CEF	10.0	580.0	-	-	-	590.0

Courts – Interactive Voice Response System

Project Number: M0202

Project Cost: \$40,000

Estimated ITD Expenditures: \$0

Operating Impact: \$5,000

Location: Technology

Description: This project allows for the interactive participation of court users to obtain information through the City's phone system using an interactive voice response system. It is anticipated that users will be able to obtain information such as: future court dates, payment due dates, outstanding balance due on case, case status and make credit card payments over the phone.

Funding Source(s)	Proposed FY 2004/05	FY 2005/06	FY 2006/07	FY 2007/08	FY 2008/09	Total
CEF	40.0	-	-	-	-	40.0

Courts-Security Area Remodel

Project Number: TBD

Project Cost: \$104,200

Estimated ITD Expenditures: \$0

Operating Impact: \$700

Location: 3700 N 75th Street

Description: Funding for this project will be used for the enlargement and remodel of the court building's main entrance area, which accommodates the Court's security officers, screeners and related security equipment.

Funding Source(s)	Proposed FY 2004/05	FY 2005/06	FY 2006/07	FY 2007/08	FY 2008/09	Total
CEF	2.5	101.7	-	-	-	104.2

PROJECT DESCRIPTIONS

Capital Improvement Plan

Courts - Videoconferencing

Project Number: M0306

Project Cost: \$55,600

Estimated ITD Expenditures: \$0

Operating Impact: \$4,500

Location: Technology

Description: This project provides for videoconferencing capabilities from remote locations to facilitate both citizen and officer convenience in meeting scheduled court times at more convenient locations.

Funding Source(s)	Proposed FY 2004/05	FY 2005/06	FY 2006/07	FY 2007/08	FY 2008/09	Total
CEF	55.6	-	-	-	-	55.6

Crime Laboratory Equipment Replacement

Project Number: E0204

Project Cost: \$358,900

Estimated ITD Expenditures: \$129,100

Operating Impact: \$0

Location: Via Linda and San Salvador Drive

Description: Replace aging crime laboratory equipment to maintain current service levels.

Funding Source(s)	Proposed FY 2004/05	FY 2005/06	FY 2006/07	FY 2007/08	FY 2008/09	Total
General Fund	312.0	16.9	-	-	-	328.9
IGA	30.0	-	-	-	-	30.0
Total	342.0	16.9	-	-	-	358.9

Deep Well Recharge/Recovery Facilities

Project Number: W8515

Project Cost: \$5,100,000

Estimated ITD Expenditures: \$480,500

Operating Impact: \$2,000

Location: Multiple locations

Description: Design and construct deep well recharge and recovery facilities. Location of facilities will be determined by a pilot program and hydrological study.

Funding Source(s)	Proposed FY 2004/05	FY 2005/06	FY 2006/07	FY 2007/08	FY 2008/09	Total
Wtr Res Dev Fees	3,100.0	-	1,000.0	-	1,000.0	5,100.0

PROJECT DESCRIPTIONS

Capital Improvement Plan

Design Project - 04/05-05/06

Project Number: A0403

Project Cost: \$545,800

Estimated ITD Expenditures: \$0

Operating Impact: \$0

Location: Scottsdale Airport – 15000 N. Airport Drive

Description: Completion of Design Concept Reports for future airport capital projects.

Funding Source(s)	Proposed FY 2004/05	FY 2005/06	FY 2006/07	FY 2007/08	FY 2008/09	Total
Aviation Funds	23.8	7.4	3.5	20.1	-	54.8
Grants	213.8	66.2	31.0	180.0	-	491.0
Total	237.6	73.6	34.5	200.1	-	545.8

Disabled Aircraft Removal Dolly

Project Number: A0404

Project Cost: \$31,800

Estimated ITD Expenditures: \$0

Operating Impact: \$0

Location: Scottsdale Airport – 15000 N. Airport Drive

Description: Purchase a disabled aircraft removal dolly for emergency removal of aircraft from the aircraft movement area.

Funding Source(s)	Proposed FY 2004/05	FY 2005/06	FY 2006/07	FY 2007/08	FY 2008/09	Total
Aviation Funds	31.8	-	-	-	-	31.8

District 1 Police Facilities

Project Number: TBD

Project Cost: \$10,771,000

Estimated ITD Expenditures: \$0

Operating Impact: \$332,000

Location: 7601 E. McKellips Road

Description: Design, construct and furnish/equip a 25,000 sq. ft. station police station at the McKellips Yard.

Funding Source(s)	Proposed FY 2004/05	FY 2005/06	FY 2006/07	FY 2007/08	FY 2008/09	Total
Bond 2000	1,386.0	8,558.2	826.8	-	-	10,771.0

PROJECT DESCRIPTIONS

Capital Improvement Plan

District 2 Expansion

Project Number: B2104

Project Cost: \$782,600

Estimated ITD Expenditures: \$775,100

Operating Impact: \$0

Location: Via Linda and San Salvador Drive

Description: Construct an expansion to the Police Via Linda facility at Via Linda & San Salvador to accommodate additional space for growth that has occurred since the 1989 facility opening.

Funding Source(s)	Proposed FY 2004/05	FY 2005/06	FY 2006/07	FY 2007/08	FY 2008/09	Total
General Fund	782.6	-	-	-	-	782.6

District 3 Expansion

Project Number: TBD

Project Cost: \$505,300

Estimated ITD Expenditures: \$0

Operating Impact: \$5,400

Location: 20363 N. Pima Road

Description: Expansion of the District 3 Police Facility to provide adequate working and locker areas for personnel assigned to the station.

Funding Source(s)	Proposed FY 2004/05	FY 2005/06	FY 2006/07	FY 2007/08	FY 2008/09	Total
General Fund	505.3	-	-	-	-	505.3

Document Management System-City Attorney

Project Number: TBD

Project Cost: \$247,000

Estimated ITD Expenditures: \$0

Operating Impact: \$12,000

Location: Technology

Description: Provide document management and imaging capabilities to increase productivity and streamline the flow of information with other criminal justice departments (Police and Courts) and convert Civil Division from current DMS.

Funding Source(s)	Proposed FY 2004/05	FY 2005/06	FY 2006/07	FY 2007/08	FY 2008/09	Total
General Fund	247.0	-	-	-	-	247.0

PROJECT DESCRIPTIONS

Capital Improvement Plan

Document Management System-City Clerk

Project Number: M0403

Project Cost: \$248,500

Estimated ITD Expenditures: \$400

Operating Impact: \$0

Location: Technology

Description: This project will be used to select an enterprise wide document management system. Initially the focus will relate to document routing – approval cycle and public access to council approved historical documents.

Funding Source(s)	Proposed FY 2004/05	FY 2005/06	FY 2006/07	FY 2007/08	FY 2008/09	Total
General Fund	248.5	-	-	-	-	248.5

Document Management System-Courts

Project Number: M9906

Project Cost: \$350,000

Estimated ITD Expenditures: \$900

Operating Impact: \$25,000

Location: Technology

Description: The Court EDMS project will be developed in conjunction with the police department and prosecutor's office. These departments have approved money to complete the integration between the three departments. Reducing the paper flow will allow our agencies to provide more accurate, timely and efficient services.

Funding Source(s)	Proposed FY 2004/05	FY 2005/06	FY 2006/07	FY 2007/08	FY 2008/09	Total
CEF	350.0	-	-	-	-	350.0

Document Management System-Customer Service

Project Number: TBD

Project Cost: \$391,000

Estimated ITD Expenditures: \$0

Operating Impact: \$38,200

Location: Technology

Description: Replacement of the current Unisys document imaging system with the citywide Document Management/ Imaging System. The document imaging system supports the regulatory, tax, and utilities operations of the city.

Funding Source(s)	Proposed FY 2004/05	FY 2005/06	FY 2006/07	FY 2007/08	FY 2008/09	Total
General Fund	-	195.0	-	-	-	195.0
Water Rates	-	70.0	-	-	-	70.0
Sewer Rates	-	63.0	-	-	-	63.0
Sanitation Rates	-	63.0	-	-	-	63.0
Total	-	391.0	-	-	-	391.0

PROJECT DESCRIPTIONS

Capital Improvement Plan

Downtown Directional Signs

Project Number: D6508

Project Cost: \$40,000

Estimated ITD Expenditures: \$24,900

Operating Impact: \$0

Location: Downtown District

Description: Install additional directional signage in the downtown area to assist visitors.

Funding Source(s)	Proposed FY 2004/05	FY 2005/06	FY 2006/07	FY 2007/08	FY 2008/09	Total
General Fund	18.7	-	-	-	-	18.7
GO Bonds	21.3	-	-	-	-	21.3
Total	40.0	-	-	-	-	40.0

Downtown Electrical Upgrades

Project Number: D0401

Project Cost: \$1,350,000

Estimated ITD Expenditures: \$2,800

Operating Impact: \$1,800

Location: Downtown District

Description: Provide upgraded electrical service to the specialty retail shopping districts in downtown.

Funding Source(s)	Proposed FY 2004/05	FY 2005/06	FY 2006/07	FY 2007/08	FY 2008/09	Total
General Fund	900.0	450.0	-	-	-	1,350.0

Downtown Façade Program

Project Number: D0402

Project Cost: \$300,000

Estimated ITD Expenditures: \$0

Operating Impact: \$0

Location: 5th Ave/Stetson, Old Town, Main Street West of Scottsdale Road

Description: Provide matching funds for improvements to the facades of existing buildings and arcades adjacent or connected to public rights-of-way in the Downtown area. This is a one-year test program to evaluate actual participation by property owners.

Funding Source(s)	Proposed FY 2004/05	FY 2005/06	FY 2006/07	FY 2007/08	FY 2008/09	Total
General Fund	300.0	-	-	-	-	300.0

PROJECT DESCRIPTIONS

Capital Improvement Plan

Downtown Lighting Improvements

Project Number: TBD

Project Cost: \$630,000

Estimated ITD Expenditures: \$0

Operating Impact: \$0

Location: Downtown area

Description: Improve lighting, landscape and streetscape conditions in downtown.

Funding Source(s)	Proposed FY 2004/05	FY 2005/06	FY 2006/07	FY 2007/08	FY 2008/09	Total
General Fund	380.0	250.0	-	-	-	630.0

Downtown Parking

Project Number: P8734

Project Cost: \$14,201,800

Estimated ITD Expenditures: \$1,503,900

Operating Impact: \$250,000

Location: Downtown

Description: Design and construct comprehensive downtown parking infrastructure, including renovation of existing lots and construction of new facilities.

Funding Source(s)	Proposed FY 2004/05	FY 2005/06	FY 2006/07	FY 2007/08	FY 2008/09	Total
General Fund	6,209.8	-	-	-	-	6,209.8
Sales Tax	6,892.0	-	-	-	-	6,892.0
In-Lieu Fees	1,100.0	-	-	-	-	1,100.0
Total	14,201.8	-	-	-	-	14,201.8

Downtown Reinvestment

Project Number: P0309

Project Cost: \$8,741,200

Estimated ITD Expenditures: \$149,000

Operating Impact: \$0

Location: Downtown area

Description: The Arizona Canal at Scottsdale project proposes to develop "park like" improvements and provide a "pedestrian district center" where special events and festivals can occur. Canal improvements include landscaping, area lighting, trails, walkways, public art, an underpass, and transit and pedestrian bridges.

Funding Source(s)	Proposed FY 2004/05	FY 2005/06	FY 2006/07	FY 2007/08	FY 2008/09	Total
Bond 2000	8,741.2	-	-	-	-	8,741.2

PROJECT DESCRIPTIONS

Capital Improvement Plan

Downtown Restrooms

Project Number: TBD

Project Cost: \$1,025,000

Estimated ITD Expenditures: \$0

Operating Impact: \$18,500

Location: Downtown area

Description: Replace the existing public restroom building on Fifth Ave. east of Craftsman Court, and add new public restroom buildings in the Main retail shopping district and Entertainment. Some of these projects may be designed, planned and constructed in conjunction with new parking projects.

Funding Source(s)	Proposed FY 2004/05	FY 2005/06	FY 2006/07	FY 2007/08	FY 2008/09	Total
General Fund	-	-	575.0	450.0	-	1,025.0

Downtown Streetscape Amenities

Project Number: D0208

Project Cost: \$615,300

Estimated ITD Expenditures: \$135,200

Operating Impact: \$0

Location: Downtown area

Description: Add new or refurbish downtown area amenities such as park benches, trash receptacles, ash urns and directories/kiosks.

Funding Source(s)	Proposed FY 2004/05	FY 2005/06	FY 2006/07	FY 2007/08	FY 2008/09	Total
General Fund	200.0	-	415.3	-	-	615.3

Downtown Streetscape Enhancement Fund

Project Number: S0312

Project Cost: \$410,800

Estimated ITD Expenditures: \$0

Operating Impact: \$0

Location: Downtown area

Description: Construct new or refurbish existing streetscape enhancements throughout the downtown area.

Funding Source(s)	Proposed FY 2004/05	FY 2005/06	FY 2006/07	FY 2007/08	FY 2008/09	Total
Bond 2000	311.7	99.1	-	-	-	410.8

PROJECT DESCRIPTIONS

Capital Improvement Plan

Downtown/Canal Transit Bridge

Project Number: D8738

Project Cost: \$1,930,600

Estimated ITD Expenditures: \$1,846,100

Operating Impact: \$0

Location: Downtown Waterfront District

Description: Design and construct a bridge that will carry transit vehicles across the Arizona Canal between the Waterfront and Stetson Drive. The scope includes a bridge, pedestrian underpasses, land acquisition, landscape enhancements and linkages to the City's loop drive.

Funding Source(s)	Proposed FY 2004/05	FY 2005/06	FY 2006/07	FY 2007/08	FY 2008/09	Total
General Fund	1,930.6	-	-	-	-	1,930.6

Earl Drive/Thomas Road Corridor-Drainage Improvements

Project Number: TBD

Project Cost: \$10,546,000

Estimated ITD Expenditures: \$0

Operating Impact: \$0

Location: The area bounded by Osborn Road on the north; Indian Bend Wash on the east; Thomas Road on the south; and 64th Street on the west

Description: The goal of the project is to eliminate flooding up to the 10-year event for this highly developed residential and commercial area. Currently, the storm drain servicing this corridor is an undersized facility along Avalon Drive/Scottsdale Road/Thomas Road. The options for the project focus on the installation of additional storm drains. The current drainage system conveys less than the 2-year event in nearly all instances. The total watershed area is approximately 1.2 square miles.

Funding Source(s)	Proposed FY 2004/05	FY 2005/06	FY 2006/07	FY 2007/08	FY 2008/09	Total
Bond 2000	500.0	6,197.0	3,849.0	-	-	10,546.0

East Union Hills Interceptor Channel

Project Number: F0401

Project Cost: \$4,370,900

Estimated ITD Expenditures: \$37,800

Operating Impact: \$0

Location: Beginning at Pima Road and Union Hills and following the Union Hills alignment to the West and terminating at the inlet structure of the Loop 101 detention basin.

Description: Construct a channel drainage system along the northern side of Union Hills from the Pima Road System to the Loop 101 detention basin, a distance of approximately 1900 feet.

Funding Source(s)	Proposed FY 2004/05	FY 2005/06	FY 2006/07	FY 2007/08	FY 2008/09	Total
General Fund	1,940.8	2,430.1	-	-	-	4,370.9

PROJECT DESCRIPTIONS

Capital Improvement Plan

Eldorado Ballfield Renovation

Project Number: TBD

Project Cost: \$1,168,500

Estimated ITD Expenditures: \$0

Operating Impact: \$0

Location: 2311 N. Miller Road

Description: Renovation of the ballfields and surrounding areas to comply with ADA and ASA standards. In addition, improve parking, walkways and the retaining wall south of the ballfields.

Funding Source(s)	Proposed FY 2004/05	FY 2005/06	FY 2006/07	FY 2007/08	FY 2008/09	Total
Bond 2000	1,168.5	-	-	-	-	1,168.5

Expanded McDowell Sonoran Preserve

Project Number: TBD

Project Cost: \$50,000,000

Estimated ITD Expenditures: \$0

Operating Impact: \$0

Location: McDowell Mountain Preserve

Description: Purchase Preserve land, including land within the expanded boundary of the McDowell Sonoran Preserve, as approved by the voters in the November 1998 election.

Funding Source(s)	Proposed FY 2004/05	FY 2005/06	FY 2006/07	FY 2007/08	FY 2008/09	Total
Preserve Bonds	50,000.0	-	-	-	-	50,000.0

Explosive Ordnance Disposal Equipment

Project Number: E0401

Project Cost: \$158,500

Estimated ITD Expenditures: \$122,200

Operating Impact: \$22,400

Location: Citywide

Description: Enables the City to purchase the equipment necessary to form an Explosive Ordnance Disposal Unit. A request for Federal training cannot be submitted until the equipment is ordered.

Funding Source(s)	Proposed FY 2004/05	FY 2005/06	FY 2006/07	FY 2007/08	FY 2008/09	Total
RICO	158.5	-	-	-	-	158.5

PROJECT DESCRIPTIONS

Capital Improvement Plan

FAA Part 161-Noise Study

Project Number: TBD

Project Cost: \$1,000,000

Estimated ITD Expenditures: \$0

Operating Impact: \$6,000

Location: Scottsdale Airport – 15000 N. Airport Drive

Description: Request \$1,000,000 in Federal, State and Aviation Enterprise funding to complete an FAA Part 161 - Noise Study. We anticipate ultimately receiving \$955,300 in Federal and State grant funds that will result in an Aviation Enterprise funding cost of only \$44,700. The project is currently scheduled for completion in FY 2004/05.

Funding Source(s)	Proposed FY 2004/05	FY 2005/06	FY 2006/07	FY 2007/08	FY 2008/09	Total
Aviation Funds	44.7	-	-	-	-	44.7
Grants	955.3	-	-	-	-	955.3
Total	1,000.0	-	-	-	-	1,000.0

Facilities Repair and Maintenance Program

Project Number: B9915

Project Cost: \$7,858,000

Estimated ITD Expenditures: \$1,949,400

Operating Impact: \$0

Location: Multiple locations

Description: Systematic and rational repair and maintenance to major municipal facilities, i.e., HVAC, electrical, roofing, exterior painting, and carpeting.

Funding Source(s)	Proposed FY 2004/05	FY 2005/06	FY 2006/07	FY 2007/08	FY 2008/09	Total
General Fund	3,423.2	645.0	680.0	1,043.1	927.7	6,719.0
Aviation Funds	391.0	-	-	-	110.0	501.0
Water Rates	215.0	22.0	107.5	27.5	-	372.0
Sanitation Rates	150.0	-	-	-	-	150.0
Fleet Rates	116.0	-	-	-	-	116.0
Total	4,295.2	667.0	787.5	1,070.6	1,037.7	7,858.0

Fashion Square Radio Treatment

Project Number: TBD

Project Cost: \$225,000

Estimated ITD Expenditures: \$0

Operating Impact: \$30,100

Location: Fashion Square Mall

Description: Eliminate radio “dead zones” within the Fashion Square Mall allowing police officers to communicate with one another and dispatch.

Funding Source(s)	Proposed FY 2004/05	FY 2005/06	FY 2006/07	FY 2007/08	FY 2008/09	Total
General Fund	225.0	-	-	-	-	225.0

PROJECT DESCRIPTIONS

Capital Improvement Plan

Financial Services – Automated Time & Attendance System

Project Number: M0302

Project Cost: \$300,000

Estimated ITD Expenditures: \$21,300

Operating Impact: \$7,500

Location: Technology

Description: Upgrade/replace existing Payroll/HRS system with more robust, scalable client server application.

Funding Source(s)	Proposed FY 2004/05	FY 2005/06	FY 2006/07	FY 2007/08	FY 2008/09	Total
General Fund	300.0	-	-	-	-	300.0

Financial Services – E Procurement

Project Number: TBD

Project Cost: \$67,500

Estimated ITD Expenditures: \$0

Operating Impact: \$0

Location: Technology

Description: Purchase a web application that will provide vendors with a personalized, secure, confidential Internet site to both receive notifications for purchasing opportunities and to respond with quotes, bids and proposals in a paperless environment.

Funding Source(s)	Proposed FY 2004/05	FY 2005/06	FY 2006/07	FY 2007/08	FY 2008/09	Total
General Fund	-	67.5	-	-	-	67.5

Financial Services – Hand Held Meter Reading System

Project Number: M0308

Project Cost: \$159,300

Estimated ITD Expenditures: \$2,600

Operating Impact: \$500

Location: Technology

Description: Replace existing electronic hand held meter reading system with a new system which will allow us to apply new technology to improve business processes and provide more effective service to our customers.

Funding Source(s)	Proposed FY 2004/05	FY 2005/06	FY 2006/07	FY 2007/08	FY 2008/09	Total
Water Rates	50.0	109.3	-	-	-	159.3

PROJECT DESCRIPTIONS

Capital Improvement Plan

Financial Services-IVR System – Tax and License

Project Number: TBD

Project Cost: \$109,300

Estimated ITD Expenditures: \$0

Operating Impact: \$0

Location: Technology

Description: This project is to design, develop and deploy an interactive voice response system for the Tax & License group of Customer Service. This integrated voice system will give callers the ability to hear account information and make automated bill payments for business license, alarm and annual transaction privilege tax license fees.

Funding Source(s)	Proposed FY 2004/05	FY 2005/06	FY 2006/07	FY 2007/08	FY 2008/09	Total
General Fund	109.3	-	-	-	-	109.3

Financial Services – Remittance Process Transport System

Project Number: TBD

Project Cost: \$442,900

Estimated ITD Expenditures: \$0

Operating Impact: \$22,100

Location: Technology

Description: Purchase two new transport systems that include imaging capabilities for checks and payment documents. Imaging module needs to be compatible with the imaging system that is being used by the City or current imaging standards.

Funding Source(s)	Proposed FY 2004/05	FY 2005/06	FY 2006/07	FY 2007/08	FY 2008/09	Total
General Fund	-	-	221.4	-	-	221.4
Water Rates	-	-	79.7	-	-	79.7
Sewer Rates	-	-	70.9	-	-	70.9
Sanitation Rates	-	-	70.9	-	-	70.9
Total	-	-	442.9	-	-	442.9

Financial Services – Tax, Licensing & Alarm Billing System

Project Number: TBD

Project Cost: \$928,000

Estimated ITD Expenditures: \$0

Operating Impact: \$30,100

Location: Technology

Description: Replacement of the current transaction privilege tax system, regulatory licensing, and alarm activation billing system.

Funding Source(s)	Proposed FY 2004/05	FY 2005/06	FY 2006/07	FY 2007/08	FY 2008/09	Total
General Fund	928.0	-	-	-	-	928.0

PROJECT DESCRIPTIONS

Capital Improvement Plan

Fire Department - Emergency Extrication Tools

Project Number: TBD

Project Cost: \$80,000

Estimated ITD Expenditures: \$0

Operating Impact: \$0

Location: Multiple locations

Description: Replacement of four (4) heavy-duty rescue/extrication tools.

Funding Source(s)	Proposed FY 2004/05	FY 2005/06	FY 2006/07	FY 2007/08	FY 2008/09	Total
General Fund	80.0	-	-	-	-	80.0

Fire Station #809 – SW Quadrant

Project Number: B0401

Project Cost: \$1,100,000

Estimated ITD Expenditures: \$0

Operating Impact: \$18,500

Location: Southwest Quadrant of Scottsdale

Description: This new facility will enable the fire department to relocate one of three fire trucks and one of two ambulance units from Station 810 (Miller & Thomas). This will provide faster fire and EMS response to the 68th Street corridor, parts of downtown, and the more mature areas of the city's western border.

Funding Source(s)	Proposed FY 2004/05	FY 2005/06	FY 2006/07	FY 2007/08	FY 2008/09	Total
General Fund	1,100.0	-	-	-	-	1,100.0

Fire Station #810 – Miller & Thomas Remodel

Project Number: B0402

Project Cost: \$168,400

Estimated ITD Expenditures: \$2,300

Operating Impact: \$1,400

Location: Southeast corner of Miller Road and Thomas Road

Description: Upgrade and remodel Fire Station #810 @ 2857 N. Miller Road and install fire sprinkler systems.

Funding Source(s)	Proposed FY 2004/05	FY 2005/06	FY 2006/07	FY 2007/08	FY 2008/09	Total
General Fund	168.4	-	-	-	-	168.4

PROJECT DESCRIPTIONS

Capital Improvement Plan

Fire Station #811 – McDonald & Scottsdale Expansion

Project Number: B0205

Project Cost: \$181,100

Estimated ITD Expenditures: \$177,300

Operating Impact: \$1,400

Location: 7339 E. McDonald Drive

Description: Remodel, upgrade and expand the living quarters at Fire Station #811 @ 7339 E. McDonald Dr. Remove/add non-bearing interior walls.

Funding Source(s)	Proposed FY 2004/05	FY 2005/06	FY 2006/07	FY 2007/08	FY 2008/09	Total
General Fund	181.1	-	-	-	-	181.1

Fire Station 812 & Rescue Vehicle-Scottsdale Airport

Project Number: B0202

Project Cost: \$1,802,500

Estimated ITD Expenditures: \$1,654,500

Operating Impact: \$0

Location: 15000 N. Airport Road

Description: Design, construct and equip a permanent Airport Fire Station with an Airport Fire Fighting and Rescue Vehicle. This facility will be a stand-alone fire facility, constructed on the current site of the temporary trailer facility that is adjacent to the north side of the tower.

Funding Source(s)	Proposed FY 2004/05	FY 2005/06	FY 2006/07	FY 2007/08	FY 2008/09	Total
Bond 2000	1,802.5	-	-	-	-	1,802.5

Fire Station #813 - Via Linda Expansion

Project Number: TBD

Project Cost: \$268,000

Estimated ITD Expenditures: \$0

Operating Impact: \$5,900

Location: Via Linda and San Salvador Drive

Description: Remodel, upgrade and expand station with 850 sq. ft. of new living space and provide for an adequate dining area, day room and expanded sleeping quarters for assigned firefighters.

Funding Source(s)	Proposed FY 2004/05	FY 2005/06	FY 2006/07	FY 2007/08	FY 2008/09	Total
General Fund	25.0	243.0	-	-	-	268.0

PROJECT DESCRIPTIONS

Capital Improvement Plan

Fire Station #813 – Via Linda Vehicle and Equipment

Project Number: E2102

Project Cost: \$556,200

Estimated ITD Expenditures: \$449,400

Operating Impact: \$0

Location: Via Linda and San Salvador Drive

Description: Purchase a fire engine vehicle and equipment.

Funding Source(s)	Proposed FY 2004/05	FY 2005/06	FY 2006/07	FY 2007/08	FY 2008/09	Total
General Fund	556.2	-	-	-	-	556.2

Fire Station #820 – Desert Mountain – permanent station

Project Number: TBD

Project Cost: \$956,700

Estimated ITD Expenditures: \$0

Operating Impact: \$52,500

Location: Pima Road/Cave Creek Road intersection

Description: Construct a permanent fire station for fire and emergency medical response.

Funding Source(s)	Proposed FY 2004/05	FY 2005/06	FY 2006/07	FY 2007/08	FY 2008/09	Total
General Fund	156.7	800.0	-	-	-	956.7

Fire Station #826 – Jomax and Scottsdale Road

Project Number: TBD

Project Cost: \$2,095,000

Estimated ITD Expenditures: \$1,100

Operating Impact: \$778,500

Location: Area of Scottsdale Rd and Jomax

Description: Construct and staff a new fire station that will serve as an enhancement of the services provided in the Northern areas of the City. This new facility will allow for additional emergency units to be located in, and protect a large geographic area of the City.

Funding Source(s)	Proposed FY 2004/05	FY 2005/06	FY 2006/07	FY 2007/08	FY 2008/09	Total
General Fund	2,095.0	-	-	-	-	2,095.0

PROJECT DESCRIPTIONS

Capital Improvement Plan

Fire Station #827 - Ashler Hills and Pima

Project Number: B9909

Project Cost: \$1,200,000

Estimated ITD Expenditures: \$840,200

Operating Impact: \$52,500

Location: Ashler Hills Drive/Pima Road intersection

Description: Construct a fire station for fire and emergency medical response.

Funding Source(s)	Proposed FY 2004/05	FY 2005/06	FY 2006/07	FY 2007/08	FY 2008/09	Total
General Fund	1,200.0	-	-	-	-	1,200.0

Flight Tracking System

Project Number: A0304

Project Cost: \$60,000

Estimated ITD Expenditures: \$0

Operating Impact: \$5,000

Location: Scottsdale Airport – 15000 N. Airport Drive

Description: Install a flight tracking system.

Funding Source(s)	Proposed FY 2004/05	FY 2005/06	FY 2006/07	FY 2007/08	FY 2008/09	Total
Aviation Funds	60.0	-	-	-	-	60.0

Floodplain Acquisition Program

Project Number: F0302

Project Cost: \$2,366,600

Estimated ITD Expenditures: \$1,400

Operating Impact: \$0

Location: Multiple northern locations

Description: Develop a floodplain acquisition program for major wash corridors north of the CAP canal to ensure an effective and efficient drainage network is maintained/or is provided as future development occurs.

Funding Source(s)	Proposed FY 2004/05	FY 2005/06	FY 2006/07	FY 2007/08	FY 2008/09	Total
Bond 2000	2,366.6	-	-	-	-	2,366.6

PROJECT DESCRIPTIONS

Capital Improvement Plan

Frank Lloyd Wright/Via Linda Intersection

Project Number: S0303

Project Cost: \$530,000

Estimated ITD Expenditures: \$0

Operating Impact: \$0

Location: Frank Lloyd Wright Boulevard/Via Linda

Description: Improve intersection by constructing new turn lanes, bus bays and bus shelters, and installing intelligent transportation system features.

Funding Source(s)	Proposed FY 2004/05	FY 2005/06	FY 2006/07	FY 2007/08	FY 2008/09	Total
Sales Tax	-	80.0	450.0	-	-	530.0

Frank Lloyd Wright–Scottsdale Rd to Shea

Project Number: S0304

Project Cost: \$3,549,000

Estimated ITD Expenditures: \$0

Operating Impact: \$7,000

Location: Frank Lloyd Wright Boulevard from Scottsdale Road to Shea Boulevard

Description: Construct a series of localized turn lane improvements and access control modifications, including median modifications, throughout the corridor. The project includes two phases, Scottsdale Road to Redfield Road (Phase I) and Redfield to Shea Boulevard (Phase II).

Funding Source(s)	Proposed FY 2004/05	FY 2005/06	FY 2006/07	FY 2007/08	FY 2008/09	Total
Sales Tax	1,715.0	234.0	1,600.0	-	-	3,549.0

Fuel/Fleet Maintenance Facility – McKellips Service Center

Project Number: TBD

Project Cost: \$1,498,900

Estimated ITD Expenditures: \$0

Operating Impact: \$60,800

Location: 7601 E. McKellips Road

Description: Construct a south area fueling and fleet maintenance satellite facility at the McKellips Service Center.

Funding Source(s)	Proposed FY 2004/05	FY 2005/06	FY 2006/07	FY 2007/08	FY 2008/09	Total
Fleet Rates	1,498.9	-	-	-	-	1,498.9

PROJECT DESCRIPTIONS

Capital Improvement Plan

Gateway to the Preserve Amenities

Project Number: TBD

Project Cost: \$2,200,000

Estimated ITD Expenditures: \$0

Operating Impact: \$30,000

Location: North of Bell Rd/East of Thompson Peak Parkway

Description: Provide an access area into the Sonoran Preserve that will include access roads, parking, picnic areas, shade ramadas, and equestrian amenities, and other infrastructure improvements.

Funding Source(s)	Proposed FY 2004/05	FY 2005/06	FY 2006/07	FY 2007/08	FY 2008/09	Total
General Fund	-	200.0	2,000.0	-	-	2,200.0

Granite Reef Watershed

Project Number: F0201

Project Cost: \$2,714,000

Estimated ITD Expenditures: \$0

Operating Impact: \$0

Location: Bounded by Osborn Road on the north; Pima Freeway/Pima Road on the east; McKellips Road on the south; Granite Reef Road on the west

Description: The goals of the project are to eliminate the existing 100-year floodplain in the Granite Reef Wash corridor for locations south of Thomas Road and to improve drainage conditions for locations north of Thomas Road to approximately a 10-year level of protection. The benefiting area is highly urbanized and approximately two square miles in area. The Flood Control District will contribute 60% for floodplain phase.

Funding Source(s)	Proposed FY 2004/05	FY 2005/06	FY 2006/07	FY 2007/08	FY 2008/09	Total
General Fund	2,714.0	-	-	-	-	2,714.0

Hayden Road – Cactus to Redfield

Project Number: S2103

Project Cost: \$10,112,000

Estimated ITD Expenditures: \$1,138,600

Operating Impact: \$0

Location: Hayden Road from Cactus Road to Redfield Road

Description: Add turn lanes in the Hayden/Cactus and Hayden/Redfield intersections, construct four-lane minor arterial with landscaped medians, new right turn bays, bike lanes, sidewalks from Cactus Road to Sweetwater Avenue. Construct new two-way left-turn lane, right turn bays, bike lanes, sidewalks and back-of-curb landscaping from Sweetwater to Redfield. Convert east-side drainage channel to culvert system and add intelligent transportation system improvements for entire length.

Funding Source(s)	Proposed FY 2004/05	FY 2005/06	FY 2006/07	FY 2007/08	FY 2008/09	Total
Bond 2000	422.0	-	-	-	-	422.0
Sales Tax	9,690.0	-	-	-	-	9,690.0
Total	10,112.0	-	-	-	-	10,112.0

PROJECT DESCRIPTIONS

Capital Improvement Plan

Hayden Road – Pima Freeway to Thompson Peak Parkway

Project Number: S0202

Project Cost: \$11,459,400

Estimated ITD Expenditures: \$1,219,700

Operating Impact: \$46,800

Location: Hayden Road from Pima Freeway to Thompson Peak Parkway

Description: Construct four new travel lanes and turn lanes with bike lanes, medians and drainage improvements. Install intelligent transportation system conduits and equipment. Expansion to six lanes with sidewalks is planned to be completed by future developments along the corridor.

Funding Source(s)	Proposed FY 2004/05	FY 2005/06	FY 2006/07	FY 2007/08	FY 2008/09	Total
Bond 2000	11,459.4	-	-	-	-	11,459.4

Hayden Road and McDonald Drive Intersection Improvement

Project Number: S0305

Project Cost: \$2,651,000

Estimated ITD Expenditures: \$373,700

Operating Impact: \$0

Location: Hayden Road/McDonald Drive Intersection

Description: Improve intersection by installing dual left turn lanes and single right turn lanes on all four approaches. Widening of the Indian Bend Wash crossing on the west side may be required. New bus bays/shelters will be included on eastbound McDonald and on southbound Hayden. Median reconstruction and new curb and gutter on the west side of Hayden are also planned.

Funding Source(s)	Proposed FY 2004/05	FY 2005/06	FY 2006/07	FY 2007/08	FY 2008/09	Total
Bond 2000	2,651.0	-	-	-	-	2,651.0

Hayden Road and Via de Ventura Intersection Improvement

Project Number: S0306

Project Cost: \$1,355,700

Estimated ITD Expenditures: \$0

Operating Impact: \$200

Location: Hayden Road/Via de Ventura intersection

Description: Improve intersection by installing dual left turn lanes and single right turn lanes on all four approaches. New bus bays/shelters will be included on eastbound Via de Ventura and on southbound Hayden. Median reconstruction and drainage improvements are also planned.

Funding Source(s)	Proposed FY 2004/05	FY 2005/06	FY 2006/07	FY 2007/08	FY 2008/09	Total
Sales Tax	135.6	-	-	-	-	135.6
Grants	1,220.1	-	-	-	-	1,220.1
Total	1,355.7	-	-	-	-	1,355.7

PROJECT DESCRIPTIONS

Capital Improvement Plan

Hayden/Miller Road – Deer Valley to Pinnacle Peak

Project Number: S0201

Project Cost: \$3,069,400

Estimated ITD Expenditures: \$777,100

Operating Impact: \$1,000

Location: Hayden Road from Deer Valley Road to Pinnacle Peak Road

Description: Complete four-lane minor arterial with landscaped median, turn lanes, bike lanes, curb and gutter and sidewalks. Construct second two-lane wash crossing at Deer Valley Road and new traffic signals.

Funding Source(s)	Proposed FY 2004/05	FY 2005/06	FY 2006/07	FY 2007/08	FY 2008/09	Total
Bond 2000	1,300.0	75.0	225.0	1,469.4	-	3,069.4

Helicopter Air Support Unit

Project Number: TBD

Project Cost: \$4,075,100

Estimated ITD Expenditures: \$0

Operating Impact: \$333,800

Location: Citywide

Description: Will be used to address the increasing complexity of police response to the vast number of public safety issues facing our growing community.

Funding Source(s)	Proposed FY 2004/05	FY 2005/06	FY 2006/07	FY 2007/08	FY 2008/09	Total
Bond 2000	-	-	-	-	4,075.1	4,075.1

Hidden Hills Trailheads Amenities

Project Number: P0305

Project Cost: \$499,600

Estimated ITD Expenditures: \$81,400

Operating Impact: \$19,600

Location: Via Linda and 140th Street

Description: This project is for the construction of amenities at two trailheads near Via Linda and 140th Street and for the construction of the Hidden Hills Trail. These trailheads connect to the existing and planned citywide trail system both in and outside of the Preserve.

Funding Source(s)	Proposed FY 2004/05	FY 2005/06	FY 2006/07	FY 2007/08	FY 2008/09	Total
Contributions	100.0	-	-	-	-	100.0
Bond 2000	399.6	-	-	-	-	399.6
Total	499.6	-	-	-	-	499.6

PROJECT DESCRIPTIONS

Capital Improvement Plan

Indian Bend Road – Scottsdale to Hayden

Project Number: S0402

Project Cost: \$11,205,000

Estimated ITD Expenditures: \$273,500

Operating Impact: \$23,800

Location: Indian Bend Road from Scottsdale Road to Hayden Road

Description: Construct to four-lane minor arterial standards with landscaped median, turn lanes, bike lanes, curb and gutter, new all-weather crossing of Indian Bend Wash and sidewalk on south side. A new multi-use path will be installed on north side to connect the Indian Bend path system to with McCormick Railroad Park. Additional turn lanes will be constructed at the Scottsdale Road and Hayden Road intersections.

Funding Source(s)	Proposed FY 2004/05	FY 2005/06	FY 2006/07	FY 2007/08	FY 2008/09	Total
Bond 2000	2,070.0	9,135.0	-	-	-	11,205.0

Indian Bend Wash Lakes Renovation

Project Number: P9901

Project Cost: \$1,024,000

Estimated ITD Expenditures: \$154,700

Operating Impact: \$0

Location: Indian Bend Wash

Description: The first phase of this two-phase project is a study of the physical conditions of the lakes from Chaparral Lake south to McKellips Lake. The second phase will be the implementation of improvement projects identified in the study phase.

Funding Source(s)	Proposed FY 2004/05	FY 2005/06	FY 2006/07	FY 2007/08	FY 2008/09	Total
General Fund	524.0	-	-	-	-	524.0
Water Rates	500.0	-	-	-	-	500.0
Total	1,024.0	-	-	-	-	1,024.0

Indian School Park Watershed Phase II

Project Number: F0402

Project Cost: \$1,665,000

Estimated ITD Expenditures: \$300

Operating Impact: \$0

Location: The area bounded by Glenrosa Avenue on the north; 86th Street on the east; Osborn Road on the south; and Hayden Road on the west

Description: The goal of the project is to eliminate flooding up to the 10-year event for this highly developed residential and commercial area. Currently, the only storm drain servicing this neighborhood is an undersized facility along Indian School Road between 86th Street and the Indian Bend Wash. The options for the project focus on the installation of storm drains. The current drainage system conveys approximately the 2- to 5-year event, depending on location within the watershed. The total watershed area is approximately 0.4 square miles.

Funding Source(s)	Proposed FY 2004/05	FY 2005/06	FY 2006/07	FY 2007/08	FY 2008/09	Total
Bond 2000	646.0	1,019.0	-	-	-	1,665.0

PROJECT DESCRIPTIONS

Capital Improvement Plan

Indian School Road – Drinkwater to Pima Freeway

Project Number: S0308

Project Cost: \$4,038,000

Estimated ITD Expenditures: \$0

Operating Impact: \$0

Location: Indian School Road from Drinkwater Boulevard to Pima Road

Description: Construct side street closures, new turn lanes, bus bays, and a landscaped median to maximize through capacity in the existing four travel lanes, relocate and widen sidewalks, where feasible, and add bike lanes. This project will be coordinated with the Indian School Park Watershed – Phase II drainage improvements.

Funding Source(s)	Proposed FY 2004/05	FY 2005/06	FY 2006/07	FY 2007/08	FY 2008/09	Total
Bond 2000	900.0	3,138.0	-	-	-	4,038.0

Information Systems – Anti-Virus Replacement

Project Number: TBD

Project Cost: \$61,100

Estimated ITD Expenditures: \$0

Operating Impact: \$0

Location: Technology

Description: Evaluate, select, and install state of the art anti-virus and content filtering software to replace existing system.

Funding Source(s)	Proposed FY 2004/05	FY 2005/06	FY 2006/07	FY 2007/08	FY 2008/09	Total
General Fund	-	-	-	-	61.1	61.1

Information Systems – CDPD Mobile Wireless Replacement

Project Number: TBD

Project Cost: \$213,000

Estimated ITD Expenditures: \$0

Operating Impact: \$27,600

Location: Technology

Description: Upgrade/replace the current wireless system (modems, antennas, etc.) that provides mobile data service to City field personnel.

Funding Source(s)	Proposed FY 2004/05	FY 2005/06	FY 2006/07	FY 2007/08	FY 2008/09	Total
General Fund	213.0	-	-	-	-	213.0

PROJECT DESCRIPTIONS

Capital Improvement Plan

Information Systems – Enterprise Back-up Software

Project Number: TBD

Project Cost: \$378,000

Estimated ITD Expenditures: \$0

Operating Impact: \$42,100

Location: Technology

Description: Replace/upgrade or enhance the City's enterprise back-up software which supports all of the City's back-up needs.

Funding Source(s)	Proposed FY 2004/05	FY 2005/06	FY 2006/07	FY 2007/08	FY 2008/09	Total
General Fund	-	-	-	-	378.0	378.0

Information Systems – GIS Mapping Platform Migration

Project Number: M0204

Project Cost: \$564,000

Estimated ITD Expenditures: \$82,800

Operating Impact: \$0

Location: Technology

Description: Migration of Geographic Information System Mapping / Data Maintenance system to next generation technologies.

Funding Source(s)	Proposed FY 2004/05	FY 2005/06	FY 2006/07	FY 2007/08	FY 2008/09	Total
General Fund	564.0	-	-	-	-	564.0

Information Systems - Network Infrastructure

Project Number: M9909

Project Cost: \$3,190,400

Estimated ITD Expenditures: \$1,081,100

Operating Impact: \$0

Location: Technology

Description: Planned systematic upgrade and ongoing replacement of the City's computer network infrastructure.

Funding Source(s)	Proposed FY 2004/05	FY 2005/06	FY 2006/07	FY 2007/08	FY 2008/09	Total
General Fund	1,596.6	310.8	310.8	310.8	310.8	2,839.7
HURF	34.2	11.4	11.4	11.4	11.4	79.7
Water Rates	65.1	21.7	21.7	21.7	21.7	151.8
Sewer Rates	21.5	7.2	7.2	7.2	7.2	50.2
Aviation Funds	4.2	1.4	1.4	1.4	1.4	9.9
Sanitation Rates	8.4	2.8	2.8	2.8	2.8	19.7
Fleet Rates	12.2	4.1	4.1	4.1	4.1	28.4
Self Insurance	4.7	1.6	1.6	1.6	1.6	11.0
Total	1,746.9	361.0	361.0	361.0	361.0	3,190.4

PROJECT DESCRIPTIONS

Capital Improvement Plan

Information Systems – Personal Computers

Project Number: M9921

Project Cost: \$8,885,200

Estimated ITD Expenditures: \$1,412,800

Operating Impact: \$0

Location: Technology

Description: Planned systematic upgrade and ongoing replacement of City standard computers, laptops, monitors, and printers.

Funding Source(s)	Proposed FY 2004/05	FY 2005/06	FY 2006/07	FY 2007/08	FY 2008/09	Total
General Fund	3,334.7	1,082.4	1,082.4	1,082.4	1,082.4	7,664.3
HURF	119.0	39.7	39.7	39.7	39.7	277.7
Water Rates	226.6	75.5	75.5	75.5	75.5	528.7
Sewer Rates	75.0	25.0	25.0	25.0	25.0	174.9
Aviation Funds	14.7	4.9	4.9	4.9	4.9	34.2
Sanitation Rates	29.4	9.8	9.8	9.8	9.8	68.5
Fleet Rates	42.4	14.1	14.1	14.1	14.1	98.9
Self Insurance	16.3	5.4	5.4	5.4	5.4	38.0
Total	3,858.1	1,256.8	1,256.8	1,256.8	1,256.8	8,885.2

Information Systems – Security Investment/Antivirus

Project Number: M0205

Project Cost: \$327,000

Estimated ITD Expenditures: \$61,600

Operating Impact: \$6,000

Location: Technology

Description: Upgrade and expansion of our Virtual Private Network to support remote workers, secondary authentication and Public Key Infrastructure.

Funding Source(s)	Proposed FY 2004/05	FY 2005/06	FY 2006/07	FY 2007/08	FY 2008/09	Total
General Fund	298.0	29.0	-	-	-	327.0

Information Systems - Server Infrastructure

Project Number: M9910

Project Cost: \$4,653,500

Estimated ITD Expenditures: \$1,314,100

Operating Impact: \$0

Location: Technology

Description: Planned systematic upgrade and ongoing replacement of the City's computer server infrastructure.

Funding Source(s)	Proposed FY 2004/05	FY 2005/06	FY 2006/07	FY 2007/08	FY 2008/09	Total
General Fund	2,349.6	449.3	449.3	449.3	449.3	4,146.6
HURF	49.4	16.5	16.5	16.5	16.5	115.3
Water Rates	94.0	31.3	31.3	31.3	31.3	219.4
Sewer Rates	31.1	10.4	10.4	10.4	10.4	72.6
Aviation Funds	6.1	2.0	2.0	2.0	2.0	14.2
Sanitation Rates	12.2	4.1	4.1	4.1	4.1	28.5
Fleet Rates	17.6	5.9	5.9	5.9	5.9	41.1
Self Insurance	6.8	2.3	2.3	2.3	2.3	15.8
Total	2,566.8	521.8	521.8	521.8	521.8	4,653.5

PROJECT DESCRIPTIONS

Capital Improvement Plan

Information Systems – Technology Storage Area Network

Project Number: M0207

Project Cost: \$287,300

Estimated ITD Expenditures: \$271,200

Operating Impact: \$0

Location: Technology

Description: Implement Storage Area Network (SAN) to create a consolidated “Disk Storage Farm” for citywide use.

Funding Source(s)	Proposed FY 2004/05	FY 2005/06	FY 2006/07	FY 2007/08	FY 2008/09	Total
General Fund	287.3	-	-	-	-	287.3

Information Systems – Telephone Equipment

Project Number: M9920

Project Cost: \$1,961,900

Estimated ITD Expenditures: \$245,200

Operating Impact: \$0

Location: Technology

Description: Planned systematic upgrade, maintenance and ongoing replacement of telephone system.

Funding Source(s)	Proposed FY 2004/05	FY 2005/06	FY 2006/07	FY 2007/08	FY 2008/09	Total
General Fund	845.9	203.1	226.5	226.5	226.5	1,728.5
HURF	19.0	5.5	6.2	6.2	6.2	43.0
CDBG	2.3	0.7	0.7	0.7	0.7	5.1
Section 8	3.9	1.1	1.1	1.3	1.3	8.6
Water Rates	44.8	13.1	13.1	14.6	14.6	100.2
Groundwater Treat	1.0	0.3	0.3	0.3	0.3	2.2
Sewer Rates	7.3	2.2	2.2	2.4	2.4	16.5
Aviation Funds	7.0	2.1	2.1	2.3	2.3	15.7
Sanitation Rates	5.7	1.7	1.7	1.9	1.9	12.8
Fleet Rates	8.3	2.4	2.4	2.7	2.7	18.6
Self Insurance	4.8	1.4	1.4	1.6	1.6	10.7
Total	950.0	233.6	257.7	260.5	260.5	1,961.9

Information Systems – Web Content Management SW

Project Number: TBD

Project Cost: \$298,400

Estimated ITD Expenditures: \$0

Operating Impact: \$57,700

Location: Technology

Description: Implement an enterprise wide web content management system to improve the integrity and manageability of Internet and Intranet services through increased efficiency of the publishing process.

Funding Source(s)	Proposed FY 2004/05	FY 2005/06	FY 2006/07	FY 2007/08	FY 2008/09	Total
General Fund	154.2	144.2	-	-	-	298.4

PROJECT DESCRIPTIONS

Capital Improvement Plan

Inner Circle Booster Pump Station

Project Number: TBD

Project Cost: \$1,600,000

Estimated ITD Expenditures: \$0

Operating Impact: \$2,000

Location: Inner Circle Drive and Pima

Description: Design and construct a new booster pump station to deliver water from Chaparral Water Treatment Plant to Shea Blvd. and Pima Freeway areas.

Funding Source(s)	Proposed FY 2004/05	FY 2005/06	FY 2006/07	FY 2007/08	FY 2008/09	Total
Water Rates	400.0	1,200.0	-	-	-	1,600.0

Irrigation Pump Replacement

Project Number: TBD

Project Cost: \$697,300

Estimated ITD Expenditures: \$0

Operating Impact: \$0

Location: Multiple Locations

Description: Replacement of aging irrigation pumps located at park sites in the Indian Bend Wash area.

Funding Source(s)	Proposed FY 2004/05	FY 2005/06	FY 2006/07	FY 2007/08	FY 2008/09	Total
General Fund	203.7	214.7	278.9	-	-	697.3

Jackrabbit/Chaparral Roads West Drainage Improvements

Project Number: F0303

Project Cost: \$3,051,000

Estimated ITD Expenditures: \$0

Operating Impact: \$0

Location: The area bounded by Jackrabbit Road on the north; Indian Bend Wash on the east; Chaparral Road on the south; and Scottsdale Road on the west

Description: The goal of the project is to eliminate flooding up to the 10-year event for this highly developed residential and commercial area. Currently, the only storm drain servicing this neighborhood is an undersized facility along Chaparral Road. The options for the project focus on the installation of storm drains, with the potential that this system could assist in reducing flood control improvements in the Scottsdale Road/Camelback Road intersection area. The current drainage system conveys approximately the 2- to 5-year event, depending on location within the watershed. The total watershed area is approximately 1.4 square miles.

Funding Source(s)	Proposed FY 2004/05	FY 2005/06	FY 2006/07	FY 2007/08	FY 2008/09	Total
Bond 2000	385.0	2,000.0	666.0	-	-	3,051.0

PROJECT DESCRIPTIONS

Capital Improvement Plan

Jail CCTV Monitoring/Recording System Replacement

Project Number: TBD

Project Cost: \$184,700

Estimated ITD Expenditures: \$0

Operating Impact: \$4,000

Location: Civic Center area jail and Via Linda jail

Description: Replacement in both jails of Closed Circuit Television Monitoring Systems with one system, which will provide color images and computerized, digital recording.

Funding Source(s)	Proposed FY 2004/05	FY 2005/06	FY 2006/07	FY 2007/08	FY 2008/09	Total
General Fund	184.7	-	-	-	-	184.7

Kiva – Audio/Video Upgrades

Project Number: TBD

Project Cost: \$55,000

Estimated ITD Expenditures: \$0

Operating Impact: \$0

Location: City Hall – Civic Center Mall

Description: Enhance/upgrade the audio and video equipment in the City Hall Kiva.

Funding Source(s)	Proposed FY 2004/05	FY 2005/06	FY 2006/07	FY 2007/08	FY 2008/09	Total
Contributions	55.0	-	-	-	-	55.0

LaMirada Desert Park

Project Number: P9916

Project Cost: \$650,000

Estimated ITD Expenditures: \$555,300

Operating Impact: \$0

Location: 8950 E. Pinnacle Peak Road

Description: Provide a neighborhood park with recreational amenities to include a lighted basketball court, two playgrounds with shade structures, ¼ acre open turf play area, and shade ramadas.

Funding Source(s)	Proposed FY 2004/05	FY 2005/06	FY 2006/07	FY 2007/08	FY 2008/09	Total
General Fund	650.0	-	-	-	-	650.0

PROJECT DESCRIPTIONS

Capital Improvement Plan

Library Automation System Replacement

Project Number: P0202

Project Cost: \$589,900

Estimated ITD Expenditures: \$84,900

Operating Impact: \$44,000

Location: Technology

Description: Project will replace obsolete library automation system in use since 1986. New automation system will require new central server(s) with operating system and new software. New system will maximize use of existing PC network valued at \$3.3 million, and will bring library system server into compliance with City Information Systems standards. The old system is insufficient due to planned product obsolescence by vendor.

Funding Source(s)	Proposed FY 2004/05	FY 2005/06	FY 2006/07	FY 2007/08	FY 2008/09	Total
General Fund	589.9	-	-	-	-	589.9

Lift Replacement

Project Number: B0303

Project Cost: \$361,500

Estimated ITD Expenditures: \$186,500

Operating Impact: \$0

Location: Via Linda and San Salvador Drive

Description: Replace three existing in-ground heavy-duty truck lifts at the Corporation Yard Fleet Maintenance shop and six light duty vehicle lifts which were installed 17 years ago when the shop was originally built.

Funding Source(s)	Proposed FY 2004/05	FY 2005/06	FY 2006/07	FY 2007/08	FY 2008/09	Total
Fleet Rates	361.5	-	-	-	-	361.5

Loloma District Museum

Project Number: D0211

Project Cost: \$7,515,000

Estimated ITD Expenditures: \$277,900

Operating Impact: \$1,000,000

Location: South of Main Street and east of Goldwater Boulevard

Description: The Loloma Museum, a public facility, will act as a focal point for the visual arts presence in Downtown Scottsdale.

Funding Source(s)	Proposed FY 2004/05	FY 2005/06	FY 2006/07	FY 2007/08	FY 2008/09	Total
MPC Bonds	7,100.0	-	-	-	-	7,100.0
General Fund	400.0	-	-	-	-	400.0
Contributions	15.0	-	-	-	-	15.0
Total	7,515.0	-	-	-	-	7,515.0

PROJECT DESCRIPTIONS

Capital Improvement Plan

Loloma District Plaza

Project Number: TBD

Project Cost: \$500,000

Estimated ITD Expenditures: \$0

Operating Impact: \$0

Location: South of Main Street and east of Goldwater Boulevard

Description: Upgrade Main Street Plaza, a public outdoors space associated with the Loloma Museum.

Funding Source(s)	Proposed FY 2004/05	FY 2005/06	FY 2006/07	FY 2007/08	FY 2008/09	Total
General Fund	250.0	250.0	-	-	-	500.0

Loloma District Public Parking Garage

Project Number: TBD

Project Cost: \$2,400,000

Estimated ITD Expenditures: \$0

Operating Impact: \$12,500

Location: South of Main Street and east of Goldwater Boulevard

Description: Construct a 130 to 150 stall, below grade concrete parking structure located south of Main Street between Goldwater Boulevard and Marshall Way. The facility will be built to comply with ADA (Americans with Disabilities Act) standards and all applicable requirements. All stalls will be unrestricted and accessible to the public via vehicular ramp and vertical pedestrian connections.

Funding Source(s)	Proposed FY 2004/05	FY 2005/06	FY 2006/07	FY 2007/08	FY 2008/09	Total
General Fund	2,400.0	-	-	-	-	2,400.0

Loloma District Stagebrush Theater Relocation

Project Number: TBD

Project Cost: \$1,600,000

Estimated ITD Expenditures: \$0

Operating Impact: \$0

Location: Northwest corner of Granite Reef Road and McDowell Road

Description: Construction of a 10 to 12 thousand square foot shell building to house a community theater located on City owned land at the McDowell Road and Granite Reef Road site. The facility will include a theater house to seat approximately 200 patrons, stage, rehearsal areas, workshop, lobby and restrooms.

Funding Source(s)	Proposed FY 2004/05	FY 2005/06	FY 2006/07	FY 2007/08	FY 2008/09	Total
General Fund	-	-	1,600.0	-	-	1,600.0

PROJECT DESCRIPTIONS

Capital Improvement Plan

Loloma District Streetscape Improvements

Project Number: TBD

Project Cost: \$2,400,000

Estimated ITD Expenditures: \$0

Operating Impact: \$10,000

Location: South of Main Street and east of Goldwater Boulevard

Description: Construction of a system of landscaped and improved walkways and plazas connecting the Main Street and Marshall Way Districts with the internal core of the development and continuing south to connect with the existing historic structure occupied by the Scottsdale Artists School. Included in the public improvements is the expansion of the existing circular bus turnaround, resurfacing of Second Street, improvements to the Artists School parking lot and all related utility improvements.

Funding Source(s)	Proposed FY 2004/05	FY 2005/06	FY 2006/07	FY 2007/08	FY 2008/09	Total
General Fund	1,300.0	350.0	750.0	-	-	2,400.0

Loop 101 Park and Ride Lots

Project Number: T9902

Project Cost: \$5,844,700

Estimated ITD Expenditures: \$0

Operating Impact: \$0

Location: Loop 101/Scottsdale Road and Loop 101/Pima Road

Description: Complete site selection and environmental clearance process to meet federal grant requirements. Once locations, are identified purchase, design and construct park and ride lots.

Funding Source(s)	Proposed FY 2004/05	FY 2005/06	FY 2006/07	FY 2007/08	FY 2008/09	Total
Bond 2000	32.8	555.6	563.4	-	-	1,151.8
Sales Tax	86.0	-	-	-	-	86.0
Grants	131.1	2,222.2	2,253.6	-	-	4,606.9
Total	249.9	2,777.8	2,817.0	-	-	5,844.7

Master Plan Update – Sewer

Project Number: V8620

Project Cost: \$483,400

Estimated ITD Expenditures: \$217,600

Operating Impact: \$0

Location: Citywide

Description: Perform and update wastewater master plans to ensure that the City is current with future growth statistics and to provide recommendations for capital projects. These master plans aid the Water Resources Department in determining where the future growth will occur and if infrastructure or additional testing is required on the systems.

Funding Source(s)	Proposed FY 2004/05	FY 2005/06	FY 2006/07	FY 2007/08	FY 2008/09	Total
Sewer Dev Fees	383.4	100.0	-	-	-	483.4

PROJECT DESCRIPTIONS

Capital Improvement Plan

Master Plan Update – Water

Project Number: W8525

Project Cost: \$1,066,800

Estimated ITD Expenditures: \$433,100

Operating Impact: \$0

Location: Citywide

Description: Perform and update water quality master plans to ensure that the City is current with future growth statistics and to provide recommendations for capital projects. These master plans aid the Water Resources Department in determining where the future growth will occur and if infrastructure or additional testing is required on the systems.

Funding Source(s)	Proposed FY 2004/05	FY 2005/06	FY 2006/07	FY 2007/08	FY 2008/09	Total
Water Dev Fees	766.8	300.0	-	-	-	1,066.8

McDonald Drive – Scottsdale to Hayden

Project Number: S0310

Project Cost: \$1,963,500

Estimated ITD Expenditures: \$49,000

Operating Impact: \$900

Location: McDonald Drive - Scottsdale Road to Hayden Road

Description: Construct additional turn lane capacity at Scottsdale Road, Miller/Cattletrack Road and 78th Street. In addition, enhance pedestrian features in the between the Arizona Canal and Miller/ Cattletrack Road. This project will be coordinated with the McDonald Corridor drainage improvements.

Funding Source(s)	Proposed FY 2004/05	FY 2005/06	FY 2006/07	FY 2007/08	FY 2008/09	Total
Sales Tax	1,963.5	-	-	-	-	1,963.5

McDonald Drive Corridor – Drainage Improvement

Project Number: F0403

Project Cost: \$1,482,000

Estimated ITD Expenditures: \$39,500

Operating Impact: \$0

Location: Bounded by Rose Lane on the north; AZ Canal on the east; Montebello Avenue on the south; and Scottsdale Road on the west

Description: The goal of the project is to eliminate flooding up to the 10-year event for this established neighborhood. The total watershed area is approximately 0.9 square miles.

Funding Source(s)	Proposed FY 2004/05	FY 2005/06	FY 2006/07	FY 2007/08	FY 2008/09	Total
Bond 2000	1,482.0	-	-	-	-	1,482.0

PROJECT DESCRIPTIONS

Capital Improvement Plan

McDowell Mountain Ranch Park & Aquatic Center

Project Number: P0209

Project Cost: \$11,801,900

Estimated ITD Expenditures: \$947,400

Operating Impact: \$512,500

Location: Thompson Peak Parkway/McDowell Mountain Ranch Road

Description: Develop a community level park located at Thompson Peak Parkway and McDowell Mountain Ranch Road with a family aquatics center, fitness center and ancillary facilities such as lighted multi use fields (existing), picnic areas, tennis courts, parking lots, walkways, a skate park, and restrooms. The park will be adjacent to the Desert Canyon Elementary and Middle Schools, and Arabian Library.

Funding Source(s)	Proposed FY 2004/05	FY 2005/06	FY 2006/07	FY 2007/08	FY 2008/09	Total
Bond 2000	11,576.9	-	-	-	-	11,576.9
Grants	225.0	-	-	-	-	225.0
Total	11,801.9	-	-	-	-	11,801.9

McDowell Sonoran Preserve

Project Number: P6900

Project Cost: \$310,845,500

Estimated ITD Expenditures: \$250,078,000

Operating Impact: \$0

Location: McDowell Mountain Preserve

Description: Acquire land for the McDowell Sonoran Preserve for the purpose of maintaining scenic views, preserving plants and wildlife, and providing public access to the McDowell Mountains and Sonoran Desert.

Funding Source(s)	Proposed FY 2004/05	FY 2005/06	FY 2006/07	FY 2007/08	FY 2008/09	Total
Preserve Tax	145,245.5	-	-	-	-	145,245.5
Preserve Bonds	160,486.0	-	-	-	-	160,486.0
General Fund	1,000.0	-	-	-	-	1,000.0
Total	306,731.5	-	-	-	-	306,731.5

McDowell Sonoran Preserve Phase II

Project Number: P0102

Project Cost: \$39,114,000

Estimated ITD Expenditures: \$38,970,500

Operating Impact: \$0

Location: McDowell Mountain Preserve

Description: Acquire land for the McDowell Sonoran Preserve for the purpose of maintaining scenic views, preserving plants and wildlife, and providing public access to the McDowell Mountains and Sonoran Desert.

Funding Source(s)	Proposed FY 2004/05	FY 2005/06	FY 2006/07	FY 2007/08	FY 2008/09	Total
Preserve Bonds	39,114.0	-	-	-	-	39,114.0

PROJECT DESCRIPTIONS

Capital Improvement Plan

McKellips Service Center

Project Number: B9905

Project Cost: \$1,311,400

Estimated ITD Expenditures: \$1,075,100

Operating Impact: \$0

Location: 7601 E. McKellips Road

Description: Design and renovate the City's former Corporation Yard and establish a south area satellite service yard facility.

Funding Source(s)	Proposed FY 2004/05	FY 2005/06	FY 2006/07	FY 2007/08	FY 2008/09	Total
General Fund	803.9	-	-	-	-	803.9
Fleet Rates	507.5	-	-	-	-	507.5
Total	1,311.4	-	-	-	-	1,311.4

Miller Road Sewer – Phase 3

Project Number: V2101

Project Cost: \$4,300,000

Estimated ITD Expenditures: \$100

Operating Impact: \$2,000

Location: Miller Road from McDowell Road to the Princess Metering Station

Description: Replace existing sewer in Miller Road from McDowell Road south to the Princess Metering Station due to redevelopment in the downtown areas. Existing sewers are reaching capacity and will be susceptible to surcharging.

Funding Source(s)	Proposed FY 2004/05	FY 2005/06	FY 2006/07	FY 2007/08	FY 2008/09	Total
Sewer Dev Fees	1,300.0	3,000.0	-	-	-	4,300.0

Municipal Fire Service – Transition Costs

Project Number: TBD

Project Cost: \$6,400,000

Estimated ITD Expenditures: \$0

Operating Impact: \$0

Location: Multiple locations

Description: Allow for the purchase of new and used equipment related to the transition from a private to municipal fire service.

Funding Source(s)	Proposed FY 2004/05	FY 2005/06	FY 2006/07	FY 2007/08	FY 2008/09	Total
General Fund	6,400.0	-	-	-	-	6,400.0

PROJECT DESCRIPTIONS

Capital Improvement Plan

Mustang Library Additional Parking

Project Number: TBD

Project Cost: \$84,000

Estimated ITD Expenditures: \$0

Operating Impact: \$500

Location: 10101 N. 90th Street

Description: Design and construct a paved parking lot on the south side of the library building.

Funding Source(s)	Proposed FY 2004/05	FY 2005/06	FY 2006/07	FY 2007/08	FY 2008/09	Total
General Fund	84.0	-	-	-	-	84.0

Mustang Transit Center

Project Number: TBD

Project Cost: \$2,000,000

Estimated ITD Expenditures: \$0

Operating Impact: \$0

Location: 10101 N. 90th Street

Description: Design and construct a bus parking and passenger transfer facility near the Mustang Library and Scottsdale Healthcare - North Hospital.

Funding Source(s)	Proposed FY 2004/05	FY 2005/06	FY 2006/07	FY 2007/08	FY 2008/09	Total
Bond 2000	300.0	1,700.0	-	-	-	2,000.0

NE Downtown Streetscape

Project Number: D0404

Project Cost: \$1,980,000

Estimated ITD Expenditures: \$0

Operating Impact: \$0

Location: Downtown area

Description: Design and install streetscape improvements in the northeast quadrant of downtown (Entertainment District area) bounded by Camelback Road, 75th Street, 6th Avenue and Brown Avenue. Improvements include enhanced lighting, landscape, hardscape and street furniture.

Funding Source(s)	Proposed FY 2004/05	FY 2005/06	FY 2006/07	FY 2007/08	FY 2008/09	Total
General Fund	1,980.0	-	-	-	-	1,980.0

PROJECT DESCRIPTIONS

Capital Improvement Plan

Neighborhood Funding Partnership

Project Number: N3001

Project Cost: \$752,100

Estimated ITD Expenditures: \$677,700

Operating Impact: \$0

Location: Citywide

Description: Assist neighborhoods, on a matching basis, to finance neighborhood improvements such as security lighting, sidewalks, landscaping, and entry features.

Funding Source(s)	Proposed FY 2004/05	FY 2005/06	FY 2006/07	FY 2007/08	FY 2008/09	Total
General Fund	752.1	-	-	-	-	752.1

Neighborhood Stormwater Management Improvements

Project Number: F6302

Project Cost: \$3,111,400

Estimated ITD Expenditures: \$1,556,800

Operating Impact: \$0

Location: Citywide

Description: Provide as-needed drainage improvements, which address localized drainage and flooding problems.

Funding Source(s)	Proposed FY 2004/05	FY 2005/06	FY 2006/07	FY 2007/08	FY 2008/09	Total
General Fund	1,789.8	-	-	-	-	1,789.8
GO Bonds	342.0	-	-	-	-	342.0
In-lieu Fees	529.6	150.0	150.0	150.0	-	979.6
Total	2,661.4	150.0	150.0	150.0	-	3,111.4

Neighborhood Traffic Management Program

Project Number: T8140

Project Cost: \$5,106,000

Estimated ITD Expenditures: \$1,983,000

Operating Impact: \$6,000

Location: Multiple locations

Description: A two-part program to control traffic on residential streets. Part one is a program to directly control speeding via citizen assistance with speed notification boards, radar guns with warning letters, and speed cameras. Part two is street improvements for traffic calming that are developed through an active citizen involvement process.

Funding Source(s)	Proposed FY 2004/05	FY 2005/06	FY 2006/07	FY 2007/08	FY 2008/09	Total
Sales Tax	2,533.3	500.0	500.0	500.0	550.0	4,583.3
Bond 2000	522.7	-	-	-	-	522.7
Total	3,056.0	500.0	500.0	500.0	550.0	5,106.0

PROJECT DESCRIPTIONS

Capital Improvement Plan

North Area Basin Master Plans

Project Number: F6305

Project Cost: \$1,083,300

Estimated ITD Expenditures: \$758,800

Operating Impact: \$0

Location: North of Dynamite Boulevard

Description: Provide detailed master planning for approximately five major drainage basins north of the Central Arizona Project canal to ensure that a logical and consistent drainage network is constructed by future development.

Funding Source(s)	Proposed FY 2004/05	FY 2005/06	FY 2006/07	FY 2007/08	FY 2008/09	Total
General Fund	1,083.3	-	-	-	-	1,083.3

North Corp Yard Parking Garage

Project Number: B2103

Project Cost: \$1,196,100

Estimated ITD Expenditures: \$1,106,500

Operating Impact: \$0

Location: Via Linda and San Salvador Drive

Description: Construction of a parking facility for the North Corporation Yard.

Funding Source(s)	Proposed FY 2004/05	FY 2005/06	FY 2006/07	FY 2007/08	FY 2008/09	Total
Fleet Rates	750.0	-	-	-	-	750.0
Water Rates	375.0	-	-	-	-	375.0
General Fund	71.1	-	-	-	-	71.1
Total	1,196.1	-	-	-	-	1,196.1

Northern Storm water Risk/Vulnerability Management

Project Number: F2711

Project Cost: \$12,059,900

Estimated ITD Expenditures: \$11,866,500

Operating Impact: \$0

Location: Area bounded on the north by Dixileta Dr., the south by the CAP Canal, the east by 120th St., and the west by Scottsdale Rd.

Description: The project will identify the potential flood risks to citizens living within or near alluvial fans in North Scottsdale. Construct detention basins at Happy Valley Road, Deer Valley Road and Union Hills Drive, channel improvements from north of the CAP Canal to ¼ mile north of Jomax Road to the Union Hills Basin, and a storm drain outlet from the Union Hills Basin to the Tournament Players Club desert golf course.

Funding Source(s)	Proposed FY 2004/05	FY 2005/06	FY 2006/07	FY 2007/08	FY 2008/09	Total
GO Bonds	8,507.8	-	-	-	-	8,507.8
Contributions	3,552.1	-	-	-	-	3,552.1
Total	12,059.9	-	-	-	-	12,059.9

PROJECT DESCRIPTIONS

Capital Improvement Plan

Northsight Transit Center

Project Number: TBD

Project Cost: \$200,000

Estimated ITD Expenditures: \$0

Operating Impact: \$0

Location: Vicinity of Hayden Road and Northsight

Description: Complete the site selection and preliminary design process for a future bus-parking/ passenger transfer facility in the general vicinity of Hayden Road and Northsight.

Funding Source(s)	Proposed FY 2004/05	FY 2005/06	FY 2006/07	FY 2007/08	FY 2008/09	Total
Bond 2000	-	75.0	125.0	-	-	200.0

NPDES Monitoring Stations/Sampling

Project Number: F0712

Project Cost: \$2,406,300

Estimated ITD Expenditures: \$1,167,000

Operating Impact: \$0

Location: Citywide

Description: Continuation of a federally mandated program to satisfy the requirements of the National Pollutant Discharge Elimination System (NPDES). Assures quality of storm water runoff and complies with environmental law. Also, provides an additional measure of assuring a healthy environment for recreation within the Indian Bend Wash, as well as an additional measure of safety by precluding hazardous and volatile wastes being discharged into the storm drains. The costs of sampling, testing, monitoring, administration, systems installation and maintenance will be matched 50% by the Flood Control District in conformance with an Inter-Governmental Agreement for the NPDES program.

Funding Source(s)	Proposed FY 2004/05	FY 2005/06	FY 2006/07	FY 2007/08	FY 2008/09	Total
GO Bonds	705.8	-	-	-	-	705.8
Bond Interest	430.0	-	-	-	-	430.0
General Fund	783.7	152.0	250.0	-	-	1,185.7
FCD Contribution	84.8	-	-	-	-	84.8
Total	2,004.3	152.0	250.0	-	-	2,406.3

Outfall Drain-Pima Freeway to Union Hills

Project Number: F0305

Project Cost: \$2,900,000

Estimated ITD Expenditures: \$2,225,300

Operating Impact: \$0

Location: East of Scottsdale Road and south of the Pima Freeway.

Description: Collect significant runoff that is passed through the Pima Freeway in two sets of dual 8' x 6' box culverts. As part of the Arizona Department of Transportation's freeway design, these flows are currently encouraged to spread out over the properties lying south of the freeway (portion of the Stacked 40s development and State lands). By collecting the flows into a managed drainage system, regional off-site drainage issues and community protection can be addressed, the design of Union Hills Drive can be improved, and new economic activity in the freeway area can be supported.

Funding Source(s)	Proposed FY 2004/05	FY 2005/06	FY 2006/07	FY 2007/08	FY 2008/09	Total
General Fund	2,900.0	-	-	-	-	2,900.0

PROJECT DESCRIPTIONS

Capital Improvement Plan

Particulate Emission Reduction Program

Project Number: S9905

Project Cost: \$2,500,000

Estimated ITD Expenditures: \$2,185,100

Operating Impact: \$0

Location: Citywide

Description: Federally mandated program to reduce particulate emissions per the Moderate Area Non-attainment Federal Implementation Plan (FIP) for Particulate (PM10) Pollution.

Funding Source(s)	Proposed FY 2004/05	FY 2005/06	FY 2006/07	FY 2007/08	FY 2008/09	Total
General Fund	1,825.3	-	-	-	-	1,825.3
GO Bonds	674.7	-	-	-	-	674.7
Total	2,500.0	-	-	-	-	2,500.0

Pavement Preservation –Taxiway “B”, Kilo, Perimeter Road

Project Number: TBD

Project Cost: \$209,900

Estimated ITD Expenditures: \$0

Operating Impact: \$0

Location: Scottsdale Airport – 15000 N. Airport Drive

Description: Scottsdale Airport pavement preservation in multiple locations.

Funding Source(s)	Proposed FY 2004/05	FY 2005/06	FY 2006/07	FY 2007/08	FY 2008/09	Total
Aviation Funds	-	5.3	5.2	-	-	10.5
Grants	-	99.9	99.5	-	-	199.4
Total	-	105.2	104.7	-	-	209.9

Pima Road - Deer Valley to Pinnacle Peak

Project Number: TBD

Project Cost: \$1,400,000

Estimated ITD Expenditures: \$0

Operating Impact: \$0

Location: Pima Road from Deer Valley Road to Pinnacle Peak Road

Description: Complete preliminary design and initiate final design of a six-lane parkway cross-section with landscaped median, turn lanes, grade-separated path crossing, bike lanes, sidewalks, curb and gutter, roadway drainage, intelligent transportation system facilities and noise mitigation.

Funding Source(s)	Proposed FY 2004/05	FY 2005/06	FY 2006/07	FY 2007/08	FY 2008/09	Total
Sales Tax	-	-	-	100.0	1,300.0	1,400.0

PROJECT DESCRIPTIONS

Capital Improvement Plan

Pima Road – McDowell to Via Linda

Project Number: S4702

Project Cost: \$13,350,000

Estimated ITD Expenditures: \$12,351,000

Operating Impact: \$0

Location: Pima Road - McDowell Road to Via Linda

Description: Buffer the west side of Pima Road with sound wall and landscaping and extend the Pima Road multi-use path from Inner Circle to Via Linda, including a new bicycle/pedestrian bridge over Via Linda.

Funding Source(s)	Proposed FY 2004/05	FY 2005/06	FY 2006/07	FY 2007/08	FY 2008/09	Total
GO Bonds	13,350.0	-	-	-	-	13,350.0

Pima Road – Pima Freeway to Thompson Peak

Project Number: S2104

Project Cost: \$11,014,700

Estimated ITD Expenditures: \$853,100

Operating Impact: \$0

Location: Pima Road - Pima Freeway to Thompson Peak Parkway

Description: Design and construct a six-lane parkway cross-section with landscaped median, turn lanes, grade-separated path crossing, bike lanes, sidewalks, curb and gutter, roadway drainage, intelligent transportation system facilities and noise mitigation. The project extends to the northern boundary of the Grayhawk and DC Ranch neighborhoods and also includes a new alignment of Pima Road at the Pima Freeway interchange on the south.

Funding Source(s)	Proposed FY 2004/05	FY 2005/06	FY 2006/07	FY 2007/08	FY 2008/09	Total
Sales Tax	575.0	-	-	-	-	575.0
Bond 2000	10,439.7	-	-	-	-	10,439.7
Total	11,014.7	-	-	-	-	11,014.7

Pima Road Drainage System

Project Number: TBD

Project Cost: \$2,183,400

Estimated ITD Expenditures: \$0

Operating Impact: \$0

Location: Beginning at a point on the western side of Pima Road opposite a cul-de-sac on Rimrock Drive and continuing southerly to approximate Union Hills.

Description: Construct a pipe/channel drainage system along the west side of Pima Road from approximately Rimrock Drive to Union Hills, a distance of approximately 2800 feet.

Funding Source(s)	Proposed FY 2004/05	FY 2005/06	FY 2006/07	FY 2007/08	FY 2008/09	Total
General Fund	399.0	64.8	1,719.6	-	-	2,183.4

PROJECT DESCRIPTIONS

Capital Improvement Plan

Pinnacle Peak – Scottsdale to Pima Rd

Project Number: S0204

Project Cost: \$10,754,100

Estimated ITD Expenditures: \$0

Operating Impact: \$49,200

Location: Pinnacle Peak Road from Scottsdale Road to Pima Road

Description: Design and construct to four-lane minor arterial standards with landscaped median, turn lanes, bike lanes, curb and gutter, sidewalks and a new all-weather crossing of Rawhide Wash. Additional turn lanes will be constructed at the Scottsdale Road and Pima Road intersections.

Funding Source(s)	Proposed FY 2004/05	FY 2005/06	FY 2006/07	FY 2007/08	FY 2008/09	Total
Sales Tax	-	803.0	3,674.0	6,277.1	-	10,754.1

Planning & Development Services – Digital Plan Review

Project Number: TBD

Project Cost: \$56,100

Estimated ITD Expenditures: \$0

Operating Impact: \$2,000

Location: Technology

Description: Purchase hardware and software necessary to accommodate digital plan submittals from customers in the design/review process.

Funding Source(s)	Proposed FY 2004/05	FY 2005/06	FY 2006/07	FY 2007/08	FY 2008/09	Total
General Fund	56.1	-	-	-	-	56.1

Planning & Development Services – Land Survey Asset Management

Project Number: M0208

Project Cost: \$296,200

Estimated ITD Expenditures: \$192,100

Operating Impact: \$0

Location: Technology

Description: Advance the capability of Land Survey's technology by increasing storage capacity, adding software licenses and upgrading global positioning satellite receivers.

Funding Source(s)	Proposed FY 2004/05	FY 2005/06	FY 2006/07	FY 2007/08	FY 2008/09	Total
General Fund	279.3	16.9	-	-	-	296.2

PROJECT DESCRIPTIONS

Capital Improvement Plan

Planning & Development Services – Records Imaging

Project Number: M9903

Project Cost: \$504,100

Estimated ITD Expenditures: \$226,500

Operating Impact: \$0

Location: Technology

Description: Purchase and install a document imaging system in order to provide electronic access to all historical and existing development records within the City.

Funding Source(s)	Proposed FY 2004/05	FY 2005/06	FY 2006/07	FY 2007/08	FY 2008/09	Total
General Fund	504.1	-	-	-	-	504.1

Planning & Development Services – Records Reader/Printer

Project Number: TBD

Project Cost: \$29,000

Estimated ITD Expenditures: \$0

Operating Impact: \$1,000

Location: Technology

Description: Purchase a reader/printer for Records division to accommodate internal and external customer's request to view and print microfilmed records.

Funding Source(s)	Proposed FY 2004/05	FY 2005/06	FY 2006/07	FY 2007/08	FY 2008/09	Total
General Fund	29.0	-	-	-	-	29.0

Playground Equipment Replacement

Project Number: P4711

Project Cost: \$2,024,900

Estimated ITD Expenditures: \$1,178,300

Operating Impact: \$0

Location: Citywide

Description: Replace deteriorated playground equipment at existing parks.

Funding Source(s)	Proposed FY 2004/05	FY 2005/06	FY 2006/07	FY 2007/08	FY 2008/09	Total
General Fund	1,400.5	134.4	150.0	165.0	175.0	2,024.9

PROJECT DESCRIPTIONS

Capital Improvement Plan

Police – Criminal Intelligence System

Project Number: TBD

Project Cost: \$35,800

Estimated ITD Expenditures: \$0

Operating Impact: \$3,100

Location: Technology

Description: Replace current intelligence system with one that will allow data to be tracked in accordance with Federal Regulations 28 CFR 23, and also allows multiple user access and seamless integration with new PD systems.

Funding Source(s)	Proposed FY 2004/05	FY 2005/06	FY 2006/07	FY 2007/08	FY 2008/09	Total
RICO	35.8	-	-	-	-	35.8

Police Docking Stations/Mounting Kits

Project Number: TBD

Project Cost:

Estimated ITD Expenditures: \$0

Operating Impact: \$0

Location: Citywide

Description: Enhance the functionality, utility, and ease of use of lap top computers in patrol vehicles.

Funding Source(s)	Proposed FY 2004/05	FY 2005/06	FY 2006/07	FY 2007/08	FY 2008/09	Total
General Fund	195.0	13.0	13.0	6.5	-	227.5

Police Emergency Power

Project Number: E0302

Project Cost: \$150,000

Estimated ITD Expenditures: \$83,300

Operating Impact: \$0

Location: Thompson Peak and Pima

Description: This project will allow for the purchase and installation of a emergency power generator at the District 3 sub-station which will allow the Police Departments computer hardware, software, and communication facilities to continue to operate through component failure and potential disaster, to include power failures.

Funding Source(s)	Proposed FY 2004/05	FY 2005/06	FY 2006/07	FY 2007/08	FY 2008/09	Total
General Fund	85.0	-	-	-	-	85.0
RICO	65.0	-	-	-	-	65.0
Total	150.0	-	-	-	-	150.0

PROJECT DESCRIPTIONS

Capital Improvement Plan

Police Hand Held Data Terminals

Project Number: TBD

Project Cost: \$32,400

Estimated ITD Expenditures: \$0

Operating Impact: \$2,200

Location: Technology

Description: Purchase hand held data terminals that allow motor officers faster access to criminal justice information and databases.

Funding Source(s)	Proposed FY 2004/05	FY 2005/06	FY 2006/07	FY 2007/08	FY 2008/09	Total
RICO	32.4	-	-	-	-	32.4

Police Mobile Data and Communications Upgrade

Project Number: M0303

Project Cost: \$190,000

Estimated ITD Expenditures: \$10,500

Operating Impact: \$0

Location: Technology

Description: This project will allow for the upgrade of the current system which uses mobile digital terminals in the Police Departments fleet and allows officers in the field to perform national law enforcement checks, dispatch calls for service integration, electronic paging and inter-unit messaging.

Funding Source(s)	Proposed FY 2004/05	FY 2005/06	FY 2006/07	FY 2007/08	FY 2008/09	Total
General Fund	190.0	-	-	-	-	190.0

Police Mounted Barn Refurbishment

Project Number: TBD

Project Cost: \$45,000

Estimated ITD Expenditures: \$0

Operating Impact: \$0

Location: WestWorld-16601 N. Pima Road

Description: Refurbish existing 6-stall barn at WestWorld used by the Mounted Patrol Unit.

Funding Source(s)	Proposed FY 2004/05	FY 2005/06	FY 2006/07	FY 2007/08	FY 2008/09	Total
General Fund	25.0	-	-	-	-	25.0
Contributions	20.0	-	-	-	-	20.0
Total	45.0	-	-	-	-	45.0

PROJECT DESCRIPTIONS

Capital Improvement Plan

Police Operational Support Building

Project Number: B0302

Project Cost: \$31,905,800

Estimated ITD Expenditures: \$8,300

Operating Impact: \$337,200

Location: 7601 E. McKellips Road

Description: Construct a 63,000 square foot Police Department Support Services facility to provide space for Property/Evidence, Communications, and Crime Laboratory functions. Building will include circulation and mechanical plant rooms and a new City Emergency Operations Center.

Funding Source(s)	Proposed FY 2004/05	FY 2005/06	FY 2006/07	FY 2007/08	FY 2008/09	Total
Bond 2000	26,700.0	5,205.8	-	-	-	31,905.8

Police Portable Radio Replacement Program

Project Number: M8915

Project Cost: \$4,197,100

Estimated ITD Expenditures: \$2,884,700

Operating Impact: \$8,100

Location: Technology

Description: Replace portable and vehicle radios assigned to the Police Department. This project staggers the purchase of new radios over 5 years.

Funding Source(s)	Proposed FY 2004/05	FY 2005/06	FY 2006/07	FY 2007/08	FY 2008/09	Total
General Fund	4,197.1	-	-	-	-	4,197.1

Police Radio System Replacement

Project Number: TBD

Project Cost: \$11,000,000

Estimated ITD Expenditures: \$0

Operating Impact: \$1,508,000

Location: Technology

Description: Purchase a new radio system that provides improved coverage, interoperability with other public safety agencies, and increased bandwidth to handle growth in voice and data transmission traffic.

Funding Source(s)	Proposed FY 2004/05	FY 2005/06	FY 2006/07	FY 2007/08	FY 2008/09	Total
General Fund	-	500.0	8,000.0	1,500.0	1,000.0	11,000.0

PROJECT DESCRIPTIONS

Capital Improvement Plan

Police Records Management - Modifications

Project Number: M0307

Project Cost: \$75,000

Estimated ITD Expenditures: \$30,800

Operating Impact: \$0

Location: Technology

Description: Modify the current RMS to maintain existing functionality, ensure data integrity and to meet the daily operational needs of the department.

Funding Source(s)	Proposed FY 2004/05	FY 2005/06	FY 2006/07	FY 2007/08	FY 2008/09	Total
General Fund	75.0	-	-	-	-	75.0

Police Records Management and CAD System Replacement

Project Number: M0401

Project Cost: \$4,725,000

Estimated ITD Expenditures: \$1,200

Operating Impact: \$0

Location: Technology

Description: The Police Department requests funding for procurement, and replacement of its current Computer Aided Dispatch (CAD) and Records Management (RMS) Systems. The CAD system continues to experience serious operational problems, and the RMS does not meet the department's current and future requirements for mobile reporting, message switching, case mgmt. and data mining. The recent PTI Consultant Study recommends RMS replacement.

Funding Source(s)	Proposed FY 2004/05	FY 2005/06	FY 2006/07	FY 2007/08	FY 2008/09	Total
General Fund	4,725.0	-	-	-	-	4,725.0

Police Wiretap Upgrade

Project Number: M0305

Project Cost: \$150,000

Estimated ITD Expenditures: \$96,500

Operating Impact: \$0

Location: Technology

Description: Obtain Title III intercept (wiretap) and pen register digital equipment (records time, date and phone numbers), which is compliant with Federal Communications Assistance to Law Enforcement Act.

Funding Source(s)	Proposed FY 2004/05	FY 2005/06	FY 2006/07	FY 2007/08	FY 2008/09	Total
RICO	150.0	-	-	-	-	150.0

PROJECT DESCRIPTIONS

Capital Improvement Plan

Police/Fire Radio System Consultant

Project Number: M0405

Project Cost: \$150,000

Estimated ITD Expenditures: \$0

Operating Impact: \$0

Location: Technology

Description: Authorization to hire a consultant to recommend a public safety radio system that would include both fire and police dispatch systems. This study would include coverage maps, channel utilization, and recommendations for hardware and software, and other wireless communications as appropriate.

Funding Source(s)	Proposed FY 2004/05	FY 2005/06	FY 2006/07	FY 2007/08	FY 2008/09	Total
General Fund	150.0	-	-	-	-	150.0

Police/Fire Training Facility Phase 2

Project Number: B0204

Project Cost: \$4,220,800

Estimated ITD Expenditures: \$800

Operating Impact: \$98,800

Location: 911 N. Stadem Drive

Description: Construct an 11,000 square foot addition to the existing Police/Fire Training Facility, including two buildings for classrooms/office space, a multi-story training tower, additional parking, and additional bathrooms/showers.

Funding Source(s)	Proposed FY 2004/05	FY 2005/06	FY 2006/07	FY 2007/08	FY 2008/09	Total
Bond 2000	4,220.8	-	-	-	-	4,220.8

Portable Noise Monitors

Project Number: TBD

Project Cost: \$50,000

Estimated ITD Expenditures: \$0

Operating Impact: \$500

Location: Scottsdale Airport – 15000 N. Airport Drive

Description: Purchase portable noise monitors for Scottsdale Airport.

Funding Source(s)	Proposed FY 2004/05	FY 2005/06	FY 2006/07	FY 2007/08	FY 2008/09	Total
Aviation Funds	2.2	-	-	-	-	2.2
Grants	47.8	-	-	-	-	47.8
Total	50.0	-	-	-	-	50.0

PROJECT DESCRIPTIONS

Capital Improvement Plan

Public Pool Equipment Replacement

Project Number: P0212

Project Cost: \$1,432,000

Estimated ITD Expenditures: \$350,300

Operating Impact: \$0

Location: Multiple locations

Description: Replacement of pool heaters, pool chlorinators, pool tarps, and other major equipment at public pools citywide.

Funding Source(s)	Proposed FY 2004/05	FY 2005/06	FY 2006/07	FY 2007/08	FY 2008/09	Total
General Fund	432.0	-	139.8	200.0	200.0	971.8
Bond 2000	200.0	200.0	60.2	-	-	460.2
Total	632.0	200.0	200.0	200.0	200.0	1,432.0

Radio Telemetry Monitoring Automation - Sewer

Project Number: V4001

Project Cost: \$766,400

Estimated ITD Expenditures: \$363,900

Operating Impact: \$4,000

Location: Citywide

Description: Construct radio telemetry facilities at new and existing wastewater facilities. This will improve operational efficiency by controlling and monitoring citywide wastewater facilities from a central location.

Funding Source(s)	Proposed FY 2004/05	FY 2005/06	FY 2006/07	FY 2007/08	FY 2008/09	Total
Sewer Rates	655.5	54.6	56.3	-	-	766.4

Radio Telemetry Monitoring Automation - Water

Project Number: W4001

Project Cost: \$1,341,700

Estimated ITD Expenditures: \$550,200

Operating Impact: \$5,000

Location: Citywide

Description: Construct radio telemetry facilities at new and existing water facilities. This will improve operational efficiency by controlling and monitoring citywide water facilities from a central location.

Funding Source(s)	Proposed FY 2004/05	FY 2005/06	FY 2006/07	FY 2007/08	FY 2008/09	Total
Water Rates	1,064.4	136.6	140.7	-	-	1,341.7

PROJECT DESCRIPTIONS

Capital Improvement Plan

Reatta Pass Detention Outlet

Project Number: F6303

Project Cost: \$430,000

Estimated ITD Expenditures: \$405,100

Operating Impact: \$0

Location: East side of Alma School Road adjacent to the fire station

Description: Design and construct an outlet channel to capture overflow from the recently constructed Reatta Pass Dam on the east side of Alma School Road within the park land and adjacent to the new fire station.

Funding Source(s)	Proposed FY 2004/05	FY 2005/06	FY 2006/07	FY 2007/08	FY 2008/09	Total
GO Bonds	75.0	-	-	-	-	75.0
Bond Interest	75.0	-	-	-	-	75.0
Contributions	200.0	-	-	-	-	200.0
General Fund	80.0	-	-	-	-	80.0
Total	430.0	-	-	-	-	430.0

Recreational Amenity Replacement

Project Number: P0401

Project Cost: \$900,000

Estimated ITD Expenditures: \$14,900

Operating Impact: \$0

Location: Citywide

Description: Periodic replacement of deteriorated items, such as tennis courts, picnic tables, grills, game booth covers, shade canopies, bleachers, stadium seating, exercise equipment and sports lighting replacement/relamping.

Funding Source(s)	Proposed FY 2004/05	FY 2005/06	FY 2006/07	FY 2007/08	FY 2008/09	Total
General Fund	300.0	150.0	150.0	150.0	150.0	900.0

Refurbish Two Fire Engines

Project Number: E9903

Project Cost: \$210,000

Estimated ITD Expenditures: \$0

Operating Impact: \$0

Location: Citywide

Description: Refurbish two fire engine vehicles to be used as backup vehicles when first-line vehicles are out for maintenance.

Funding Source(s)	Proposed FY 2004/05	FY 2005/06	FY 2006/07	FY 2007/08	FY 2008/09	Total
General Fund	210.0	-	-	-	-	210.0

PROJECT DESCRIPTIONS

Capital Improvement Plan

Regional GAC Regeneration Facility

Project Number: TBD

Project Cost: \$4,650,000

Estimated ITD Expenditures: \$0

Operating Impact: \$750,000

Location: Outside of Scottsdale – exact location not yet determined

Description: Fund Scottsdale's share of a Regional Granular Activated Carbon Regeneration Facility.

Funding Source(s)	Proposed FY 2004/05	FY 2005/06	FY 2006/07	FY 2007/08	FY 2008/09	Total
Water Rates	380.0	1,270.0	1,800.0	-	-	3,450.0
Water Dev Fees	-	-	1,200.0	-	-	1,200.0
Total	380.0	1,270.0	3,000.0	-	-	4,650.0

Regional Transit Maintenance Facility

Project Number: T0201

Project Cost: \$2,500,000

Estimated ITD Expenditures: \$0

Operating Impact: \$0

Location: Rio Salado and Priest Drive

Description: Partner with other East Valley governments to construct a repair and fueling facility for various transit vehicles in the City of Tempe. Design and construction will be managed by Tempe to meet federal grant requirements.

Funding Source(s)	Proposed FY 2004/05	FY 2005/06	FY 2006/07	FY 2007/08	FY 2008/09	Total
Bond 2000	500.0	500.0	1,500.0	-	-	2,500.0

Relief Sewers - Citywide

Project Number: V9908

Project Cost: \$4,000,000

Estimated ITD Expenditures: \$731,800

Operating Impact: \$2,000

Location: Citywide

Description: Provide for the design and construction of relief sewer capacity at various locations throughout the City as the need is identified in the Wastewater Master Plan.

Funding Source(s)	Proposed FY 2004/05	FY 2005/06	FY 2006/07	FY 2007/08	FY 2008/09	Total
Sewer Dev Fees	2,500.0	500.0	500.0	500.0	-	4,000.0

PROJECT DESCRIPTIONS

Capital Improvement Plan

Replacement Fire Vehicle Contingency

Project Number: E2103

Project Cost: \$1,764,900

Estimated ITD Expenditures: \$1,455,800

Operating Impact: \$0

Location: Citywide

Description: Funds for periodic replacement of fire vehicles.

Funding Source(s)	Proposed FY 2004/05	FY 2005/06	FY 2006/07	FY 2007/08	FY 2008/09	Total
Fleet Rates	1,764.9	-	-	-	-	1,764.9

Roadway Capacity Improvements

Project Number: T6101

Project Cost: \$20,142,200

Estimated ITD Expenditures: \$8,413,000

Operating Impact: \$400

Location: Citywide

Description: Provide street improvements at various locations within the city that range from adding an exclusive right-turn lane to providing a continuous left-turn lane. This is a continuing program that typically improves 15-20 intersections per year.

Funding Source(s)	Proposed FY 2004/05	FY 2005/06	FY 2006/07	FY 2007/08	FY 2008/09	Total
Sales Tax	11,453.0	2,000.0	1,500.0	1,500.0	2,500.0	18,953.0
GO Bonds	439.2	-	-	-	-	439.2
Contributions	150.0	150.0	150.0	150.0	150.0	750.0
Total	12,042.2	2,150.0	1,650.0	1,650.0	2,650.0	20,142.2

Rubberized Asphalt Overlay

Project Number: S0403

Project Cost: \$3,900,000

Estimated ITD Expenditures: \$3,900,000

Operating Impact: \$0

Location: Pima Freeway

Description: To accelerate construction of rubberized asphalt overlay on the Pima Freeway. ADOT to reimburse funding.

Funding Source(s)	Proposed FY 2004/05	FY 2005/06	FY 2006/07	FY 2007/08	FY 2008/09	Total
Contributions	3,900.0	-	-	-	-	3,900.0

PROJECT DESCRIPTIONS

Capital Improvement Plan

Runway RSA-Safety Area Improvements

Project Number: TBD

Project Cost: \$2,000,000

Estimated ITD Expenditures: \$0

Operating Impact: \$0

Location: Scottsdale Airport – 15000 N. Airport Drive

Description: Construct runway safety area improvements at Scottsdale Airport.

Funding Source(s)	Proposed FY 2004/05	FY 2005/06	FY 2006/07	FY 2007/08	FY 2008/09	Total
Aviation Funds	89.5	-	-	-	-	89.5
Grants	1,910.5	-	-	-	-	1,910.5
Total	2,000.0	-	-	-	-	2,000.0

RWDS Improvements

Project Number: TBD

Project Cost: \$1,350,000

Estimated ITD Expenditures: \$0

Operating Impact: \$0

Location: North of CAP Canal

Description: Improvements to pipeline, pump station, and reservoirs related to the Reclaimed Water Distribution System.

Funding Source(s)	Proposed FY 2004/05	FY 2005/06	FY 2006/07	FY 2007/08	FY 2008/09	Total
RWDS Fund	865.0	-	485.0	-	-	1,350.0

SCA - Improvements and Facility Upgrades

Project Number: B0207

Project Cost: \$1,541,900

Estimated ITD Expenditures: \$152,200

Operating Impact: \$0

Location: Downtown Civic Center Mall

Description: Facility improvements such as restroom renovation, plumbing, air circulation, lighting and facility accessibility to Americans with Disabilities Act specifications.

Funding Source(s)	Proposed FY 2004/05	FY 2005/06	FY 2006/07	FY 2007/08	FY 2008/09	Total
General Fund	1,412.5	129.4	-	-	-	1,541.9

PROJECT DESCRIPTIONS

Capital Improvement Plan

Scottsdale Papago Streetscape

Project Number: P8736

Project Cost: \$6,229,000

Estimated ITD Expenditures: \$829,900

Operating Impact: \$0

Location: Scottsdale Road from Thomas Road to McKellips Road; and McDowell Road from 64th Street to Granite Reef Road

Description: Provide enhanced landscaping and pedestrian areas along Scottsdale Road, from Thomas to McKellips Roads and along McDowell Road from 64th Street to Granite Reef Road. The design concept consists of two Elements, A and B. "A" occurs at the bus stops and includes seatwalls, landscaping, and transit amenities. "B" consists of clusters of trees and shrubs. The project also includes integrated public art.

Funding Source(s)	Proposed FY 2004/05	FY 2005/06	FY 2006/07	FY 2007/08	FY 2008/09	Total
General Fund	6,229.0	-	-	-	-	6,229.0

Scottsdale Ranch Park Tennis Courts

Project Number: TBD

Project Cost: \$384,800

Estimated ITD Expenditures: \$0

Operating Impact: \$10,000

Location: 10400 E. Via Linda

Description: Add six new tennis courts in the vacant area directly east of the tennis center.

Funding Source(s)	Proposed FY 2004/05	FY 2005/06	FY 2006/07	FY 2007/08	FY 2008/09	Total
Bond 2000	-	384.8	-	-	-	384.8

Scottsdale Road - Frank Lloyd Wright to Thompson Peak Parkway

Project Number: S7005

Project Cost: \$16,896,000

Estimated ITD Expenditures: \$1,615,600

Operating Impact: \$10,100

Location: Scottsdale Road from Frank Lloyd Wright Boulevard to Thompson Peak Parkway

Description: Design and construct a six-lane major arterial cross-section with landscaped median, turn lanes, bike lanes, sidewalks, curb and gutter, roadway drainage, and intelligent transportation system facilities. Additional turn lanes at Frank Lloyd Wright Boulevard and a new pedestrian crossing of the Central Arizona Project Canal will also be included.

Funding Source(s)	Proposed FY 2004/05	FY 2005/06	FY 2006/07	FY 2007/08	FY 2008/09	Total
Bond 2000	16,896.0	-	-	-	-	16,896.0

PROJECT DESCRIPTIONS

Capital Improvement Plan

Scottsdale Road Bridge Over Indian Bend Wash

Project Number: F2706

Project Cost: \$2,248,000

Estimated ITD Expenditures: \$1,293,500

Operating Impact: \$0

Location: Scottsdale Road/McCormick Parkway

Description: Design and construct a new all-weather crossing of the Indian Bend Wash at Scottsdale Road and McCormick Parkway.

Funding Source(s)	Proposed FY 2004/05	FY 2005/06	FY 2006/07	FY 2007/08	FY 2008/09	Total
GO Bonds	2,248.0	-	-	-	-	2,248.0

Scottsdale Road Preservation Streetscape Enhancement

Project Number: D0205

Project Cost: \$27,100,000

Estimated ITD Expenditures: \$116,400

Operating Impact: \$0

Location: Along Scottsdale Road from the southern to the northern City limits

Description: Acquire, preserve and restore desert lands along Scottsdale Road. Enhance streetscape image along entire length to reflect significance as the signature roadway in the community. This project may include the modification, restoration, and/or improvement of landscaping, street hardware, street signs, overhead power lines, walkways, trails, transit facilities and public art along Scottsdale Road.

Funding Source(s)	Proposed FY 2004/05	FY 2005/06	FY 2006/07	FY 2007/08	FY 2008/09	Total
Bond 2000	11,100.0	6,000.0	6,000.0	4,000.0	-	27,100.0

Scottsdale Road - Indian Bend to Gold Dust

Project Number: S2707

Project Cost: \$19,942,000

Estimated ITD Expenditures: \$12,743,900

Operating Impact: \$0

Location: Scottsdale Road from Indian Bend Road to Gold Dust Road

Description: Widen the majority of the west side of Scottsdale Road between Indian Bend and Gold Dust Roads to provide three lanes southbound including curb, gutter, sidewalk, and a landscaped median. Relocate 69 KV power lines. The project is being coordinated with the new all-weather crossing of Indian Bend Wash at McCormick Parkway.

Funding Source(s)	Proposed FY 2004/05	FY 2005/06	FY 2006/07	FY 2007/08	FY 2008/09	Total
Sales Tax	7,153.1	-	-	-	-	7,153.1
GO Bonds	10,988.9	-	-	-	-	10,988.9
Contributions	1,800.0	-	-	-	-	1,800.0
Total	19,942.0	-	-	-	-	19,942.0

PROJECT DESCRIPTIONS

Capital Improvement Plan

Scottsdale Road – Thompson Peak Parkway to Pinnacle Peak

Project Number: S0311

Project Cost: \$15,811,500

Estimated ITD Expenditures: \$1,400

Operating Impact: \$10,000

Location: Scottsdale Road from Thompson Peak Parkway to Pinnacle Peak Road

Description: Design and construct a six-lane major arterial cross-section with landscaped median, turn lanes, bike lanes, sidewalks, curb and gutter, roadway drainage, intelligent transportation system facilities, and a new all-weather crossing of Rawhide Wash.

Funding Source(s)	Proposed FY 2004/05	FY 2005/06	FY 2006/07	FY 2007/08	FY 2008/09	Total
Bond 2000	500.0	3,500.0	11,811.5	-	-	15,811.5

Scottsdale Road Corridor-Drainage Project

Project Number: F0304

Project Cost: \$6,743,900

Estimated ITD Expenditures: \$5,500

Operating Impact: \$0

Location: Bounded by Thunderbird Road on the north; Scottsdale Road on the east; Shea Boulevard on the south and 70th Street on the west

Description: The goal of the project is to eliminate flooding up to the 10-year event for this highly developed residential and commercial area and to protect Scottsdale Road from off-site flows. The benefiting area is bounded approximately by Thunderbird Road on the north, Scottsdale Road on the east, Shea Boulevard on the south, and 70th Street on the west. The total watershed area is approximately 5.0 square miles.

Funding Source(s)	Proposed FY 2004/05	FY 2005/06	FY 2006/07	FY 2007/08	FY 2008/09	Total
Bond 2000	-	696.9	-	-	-	696.9
General Fund	1,849.0	771.0	-	-	-	2,620.0
FCD Contribution	1,921.0	1,506.0	-	-	-	3,427.0
Total	3,770.0	2,973.9	-	-	-	6,743.9

Scottsdale Senior Center at Granite Reef

Project Number: P0207

Project Cost: \$10,878,600

Estimated ITD Expenditures: \$828,800

Operating Impact: \$359,600

Location: Northwest corner of Granite Reef Road and McDowell Road

Description: Acquire the necessary land, design and construct a new 37,600 square foot Senior Center to replace the existing Civic Center Senior Center. The existing building may be sold with proceeds going to the General Fund or possibly be utilized as city office space.

Funding Source(s)	Proposed FY 2004/05	FY 2005/06	FY 2006/07	FY 2007/08	FY 2008/09	Total
Bond 2000	10,878.6	-	-	-	-	10,878.6

PROJECT DESCRIPTIONS

Capital Improvement Plan

Scottsdale Stadium Infrastructure Replacement

Project Number: TBD

Project Cost: \$750,000

Estimated ITD Expenditures: \$0

Operating Impact: \$0

Location: 7408 E. Osborn Road

Description: Lifecycle maintenance and replacement of aging building components in the stadium.

Funding Source(s)	Proposed FY 2004/05	FY 2005/06	FY 2006/07	FY 2007/08	FY 2008/09	Total
General Fund	150.0	150.0	150.0	150.0	150.0	750.0

Security & Access Control System

Project Number: A0202

Project Cost: \$729,203

Estimated ITD Expenditures: \$670,600

Operating Impact: \$0

Location: Scottsdale Airport – 15000 N. Airport Drive

Description: Hardwire all airport vehicle and aircraft gates directly to the airport security system.

Funding Source(s)	Proposed FY 2004/05	FY 2005/06	FY 2006/07	FY 2007/08	FY 2008/09	Total
Aviation Funds	686.4	-	-	-	-	686.4
Grants	42.8	-	-	-	-	42.8
Total	729.2	-	-	-	-	729.2

Security Enhancements

Project Number: W0303

Project Cost: \$2,250,000

Estimated ITD Expenditures: \$168,800

Operating Impact: \$2,000

Location: Exact location to be determined

Description: Enhance security at water and wastewater facilities throughout the City by upgrading existing prevention, detection and response systems.

Funding Source(s)	Proposed FY 2004/05	FY 2005/06	FY 2006/07	FY 2007/08	FY 2008/09	Total
Water Rates	850.0	350.0	350.0	350.0	350.0	2,250.0

PROJECT DESCRIPTIONS

Capital Improvement Plan

Security Lighting Installation – Main Aprons/Kilo

Project Number: TBD

Project Cost: \$345,000

Estimated ITD Expenditures: \$0

Operating Impact: \$1,000

Location: Scottsdale Airport – 15000 N. Airport Drive

Description: Install security lighting on the main aprons, and Kilo Ramp.

Funding Source(s)	Proposed FY 2004/05	FY 2005/06	FY 2006/07	FY 2007/08	FY 2008/09	Total
Aviation Funds	-	17.3	-	-	-	17.3
Grants	-	327.7	-	-	-	327.7
Total	-	345.0	-	-	-	345.0

Self Check Machine/LAN Infrastructure Replacement

Project Number: P0301

Project Cost: \$520,900

Estimated ITD Expenditures: \$409,600

Operating Impact: \$0

Location: Technology

Description: Replacement of old self-check machines and aging local area network infrastructure.

Funding Source(s)	Proposed FY 2004/05	FY 2005/06	FY 2006/07	FY 2007/08	FY 2008/09	Total
Bond 2000	520.9	-	-	-	-	520.9

Severe Weather Warning & Response Program

Project Number: F6301

Project Cost: \$1,693,700

Estimated ITD Expenditures: \$1,196,800

Operating Impact: \$0

Location: Citywide

Description: Citywide program for identification, notification, and emergency response to flood threats and other severe weather emergencies. Additionally, the program continuation incorporates updates including newly mapped floodplains, changes in infrastructure, critical facilities and new technology.

Funding Source(s)	Proposed FY 2004/05	FY 2005/06	FY 2006/07	FY 2007/08	FY 2008/09	Total
General Fund	1,345.7	182.0	-	-	-	1,527.7
FCD Contribution	166.0	-	-	-	-	166.0
Total	1,511.7	182.0	-	-	-	1,693.7

PROJECT DESCRIPTIONS

Capital Improvement Plan

Sewer Collection System Improvements

Project Number: V3704

Project Cost: \$7,796,000

Estimated ITD Expenditures: \$2,548,800

Operating Impact: \$0

Location: Citywide

Description: Televisize approximately 740,000 linear feet of 8-inch to 15-inch sewer to determine rehabilitation requirements. Repair and replace sewer lines based on the results.

Funding Source(s)	Proposed FY 2004/05	FY 2005/06	FY 2006/07	FY 2007/08	FY 2008/09	Total
Sewer Rates	5,296.0	500.0	1,100.0	300.0	600.0	7,796.0

Sewer Oversizing

Project Number: V0703

Project Cost: \$1,835,700

Estimated ITD Expenditures: \$1,124,700

Operating Impact: \$0

Location: Citywide

Description: Oversize sewer facilities to provide for future ultimate capacity to Master Plan standards.

Funding Source(s)	Proposed FY 2004/05	FY 2005/06	FY 2006/07	FY 2007/08	FY 2008/09	Total
Sewer Dev Fees	1,835.7	-	-	-	-	1,835.7

Shea Boulevard and 92nd Street Intersection Improvement

Project Number: S0313

Project Cost: \$812,000

Estimated ITD Expenditures: \$118,400

Operating Impact: \$500

Location: Intersection of Shea Boulevard and 92nd Street

Description: Improve intersection by installing dual left turn lanes and single right turn lanes on all four approaches. New bus bays/shelters will also be included. This project will be coordinated with the installation of a new underpass on 92nd Street for the Upper Camelback Walk multi-use path.

Funding Source(s)	Proposed FY 2004/05	FY 2005/06	FY 2006/07	FY 2007/08	FY 2008/09	Total
Sales Tax	812.0	-	-	-	-	812.0

PROJECT DESCRIPTIONS

Capital Improvement Plan

Shea Boulevard and Hayden Intersection Improvement

Project Number: S0314

Project Cost: \$1,400,000

Estimated ITD Expenditures: \$0

Operating Impact: \$200

Location: Intersection of Shea Boulevard and Hayden Road

Description: Improve intersection by installing dual left turn lanes and single right turn lanes on all four approaches. New bus shelters on Shea Boulevard will be installed at the existing bus bays.

Funding Source(s)	Proposed FY 2004/05	FY 2005/06	FY 2006/07	FY 2007/08	FY 2008/09	Total
Sales Tax	701.0	699.0	-	-	-	1,400.0

Shea Boulevard: 90th & 96th Street Intersection Improvements

Project Number: S0315

Project Cost: \$596,500

Estimated ITD Expenditures: \$95,800

Operating Impact: \$0

Location: Shea Boulevard/90th Street intersection and Shea Boulevard/96th Street intersection

Description: Improve intersections by installing dual left turn lanes and single right turn lanes on all four approaches. New bus bays/shelters will also be included on Shea Boulevard. Improvements to Shea/96th will be constructed with the 96th Street – Shea to Sweetwater project.

Funding Source(s)	Proposed FY 2004/05	FY 2005/06	FY 2006/07	FY 2007/08	FY 2008/09	Total
Bond 2000	596.5	-	-	-	-	596.5

Sidewalk Improvements

Project Number: T6103

Project Cost: \$2,920,200

Estimated ITD Expenditures: \$872,200

Operating Impact: \$0

Location: Multiple locations

Description: Install sidewalks and sidewalk ramps to enhance the City's pedestrian network. This is a continuing program.

Funding Source(s)	Proposed FY 2004/05	FY 2005/06	FY 2006/07	FY 2007/08	FY 2008/09	Total
General Fund	474.3	-	-	-	-	474.3
Bond 2000	1,295.9	-	550.0	-	600.0	2,445.9
Total	1,770.2	-	550.0	-	600.0	2,920.2

PROJECT DESCRIPTIONS

Capital Improvement Plan

Sports Lighting Expansion & Upgrade

Project Number: P9904

Project Cost: \$3,173,100

Estimated ITD Expenditures: \$31,400

Operating Impact: \$59,000

Location: Multiple locations

Description: This project includes updating poles, fixtures, and lamps at 14 separate sports fields. Proposed sites include Supai, Mohave, Pima, Desert Canyon, and Cocopah elementary/middle school ball fields, and fields at Chaparral, Indian School, Thunderbird, Paiute, Scottsdale Ranch, Cholla, Horizon and Mountain View Parks along with Scottsdale Stadium.

Funding Source(s)	Proposed FY 2004/05	FY 2005/06	FY 2006/07	FY 2007/08	FY 2008/09	Total
Bond 2000	1,211.7	362.7	-	-	-	1,574.4
General Fund	21.4	400.5	521.7	655.1	-	1,598.7
Total	1,233.1	763.2	521.7	655.1	-	3,173.1

Spring Training Facility

Project Number: P0402

Project Cost: \$18,900,000

Estimated ITD Expenditures: \$237,300

Operating Impact: \$1,000,000

Location: To be determined

Description: Identify a location (40 acres) and construct a spring training practice facility for the San Francisco Giants.

Funding Source(s)	Proposed FY 2004/05	FY 2005/06	FY 2006/07	FY 2007/08	FY 2008/09	Total
General Fund	900.0	-	-	-	-	900.0
Contributions	12,000.0	-	-	-	-	12,000.0
MPC Bonds	6,000.0	-	-	-	-	6,000.0
Total	18,900.0	-	-	-	-	18,900.0

SRP Street Light Purchase

Project Number: S0406

Project Cost: \$442,500

Estimated ITD Expenditures: \$0

Operating Impact: \$172,300

Location: Multiple locations

Description: The \$442,500 **Project Cost:** includes \$330,000 for purchasing the streetlights, \$79,500 for the purchase of an aerial truck, and a 10% contingency.

Funding Source(s)	Proposed FY 2004/05	FY 2005/06	FY 2006/07	FY 2007/08	FY 2008/09	Total
Sales Tax	442.5	-	-	-	-	442.5

PROJECT DESCRIPTIONS

Capital Improvement Plan

Stacked 40-Center Road to Hayden

Project Number: S0404

Project Cost: \$6,600,000

Estimated ITD Expenditures: \$0

Operating Impact: \$26,400

Location: Stacked 40 boundary to Hayden Road

Description: Design and construct a four-lane roadway with landscaped medians, turn lanes, wider outside lanes and curb and gutter, and roadway drainage from the Stacked 40s development boundary to Hayden Road. Sidewalks are planned to be installed by future developments.

Funding Source(s)	Proposed FY 2004/05	FY 2005/06	FY 2006/07	FY 2007/08	FY 2008/09	Total
Sales Tax	5,100.0	1,500.0	-	-	-	6,600.0

Stacked 40-North Frontage Road

Project Number: S0405

Project Cost: \$3,200,000

Estimated ITD Expenditures: \$0

Operating Impact: \$8,300

Location: Stacked 40 boundary to Hayden Road

Description: Design and construct a frontage road of two westbound lanes, with roadway drainage, on the north side of the Pima Freeway from the Scottsdale Road freeway off ramp to the Hayden Road freeway on ramp.

Funding Source(s)	Proposed FY 2004/05	FY 2005/06	FY 2006/07	FY 2007/08	FY 2008/09	Total
Sales Tax	2,700.0	500.0	-	-	-	3,200.0

Stormwater Drain Pollution Prevention Markers

Project Number: F0204

Project Cost: \$301,000

Estimated ITD Expenditures: \$42,700

Operating Impact: \$0

Location: Multiple locations

Description: Purchase and install durable ceramic markers at all storm drains citywide to remind and educate the public against dumping pollutants into the city's storm water system.

Funding Source(s)	Proposed FY 2004/05	FY 2005/06	FY 2006/07	FY 2007/08	FY 2008/09	Total
Bond 2000	301.0	-	-	-	-	301.0

PROJECT DESCRIPTIONS

Capital Improvement Plan

Taliesin West

Project Number: D2102

Project Cost: \$517,500

Estimated ITD Expenditures: \$303,500

Operating Impact: \$0

Location: 12621 Frank Lloyd Wright Blvd.

Description: Restore the Wright's living quarters to their original character so that they can be opened to the public for tours. Expand and redesign the bookstore/visitor center areas to better accommodate anticipated increases in the number of visitors. In addition there will be a downtown Scottsdale bookstore/exhibit component used to showcase the improvements and tour opportunities.

Funding Source(s)	Proposed FY 2004/05	FY 2005/06	FY 2006/07	FY 2007/08	FY 2008/09	Total
Bed Tax	517.5	-	-	-	-	517.5

Taxiway Extension & Transient Ramp

Project Number: A0306

Project Cost: \$972,600

Estimated ITD Expenditures: \$0

Operating Impact: \$0

Location: Scottsdale Airport – 1500 N. Airport Drive

Description: Construct 77,000 square feet of new taxiway and a transient ramp to enhance aircraft flow on and off the runway, as well as increasing the space available for aircraft storage.

Funding Source(s)	Proposed FY 2004/05	FY 2005/06	FY 2006/07	FY 2007/08	FY 2008/09	Total
Aviation Funds	-	43.5	-	-	-	43.5
Grants	-	929.1	-	-	-	929.1
Total	-	972.6	-	-	-	972.6

Teen Center-Civic Center Library

Project Number: P0404

Project Cost: \$506,000

Estimated ITD Expenditures: \$79,600

Operating Impact: \$0

Location: Civic Center Library – 3839 Drinkwater Boulevard

Description: Reconfigure and remodel a 4,000 sq. ft. portion of the existing Civic Center Library to provide a welcoming place for teens.

Funding Source(s)	Proposed FY 2004/05	FY 2005/06	FY 2006/07	FY 2007/08	FY 2008/09	Total
Contributions	506.0	-	-	-	-	506.0

PROJECT DESCRIPTIONS

Capital Improvement Plan

Thompson Peak Bridge @ Reata Pass Wash

Project Number: TBD

Project Cost: \$1,939,900

Estimated ITD Expenditures: \$0

Operating Impact: \$0

Location: Thompson Peak Parkway Bridge at Reata Pass Wash

Description: Construct the second two-lane, all-weather crossing over Reata Pass Wash to connect the existing four-lane roadway on either side. The first crossing was constructed by DC Ranch as a requirement of their development approval.

Funding Source(s)	Proposed FY 2004/05	FY 2005/06	FY 2006/07	FY 2007/08	FY 2008/09	Total
Bond 2000	-	1,939.9	-	-	-	1,939.9

Thompson Peak Parkway – Bell to Union Hills

Project Number: S0316

Project Cost: \$14,768,800

Estimated ITD Expenditures: \$0

Operating Impact: \$0

Location: Thompson Peak Parkway from Bell Road to Union Hills Drive

Description: Build a four-lane parkway cross-section with wide median, bike lanes, sidewalks and/or paths/trails, and roadway drainage to complete the missing gap in Thompson Peak Parkway. The city is responsible for the eastern half of the roadway, as the McDowell-Sonoran Preserve abuts the eastern edge of the roadway. Construction will be coordinated with the developer who abuts the west side of the corridor.

Funding Source(s)	Proposed FY 2004/05	FY 2005/06	FY 2006/07	FY 2007/08	FY 2008/09	Total
Bond 2000	2,640.0	4,000.0	1,664.4	-	-	8,304.4
Contributions	800.0	4,000.0	1,664.4	-	-	6,464.4
Total	3,440.0	8,000.0	3,328.8	-	-	14,768.8

Thunderbird/Redfield – Scottsdale to Hayden

Project Number: S0317

Project Cost: \$5,561,200

Estimated ITD Expenditures: \$45,700

Operating Impact: \$2,800

Location: Thunderbird Road/Redfield Road from Scottsdale Road to Hayden Road

Description: Build the final two lanes of a four-lane major collector with bike lanes, sidewalks and roadway drainage. Additional turn lanes will be constructed at Scottsdale Road and Hayden Road, and 73rd Street will be realigned to the east.

Funding Source(s)	Proposed FY 2004/05	FY 2005/06	FY 2006/07	FY 2007/08	FY 2008/09	Total
Bond 2000	2,151.2	-	-	1,560.0	1,850.0	5,561.2

PROJECT DESCRIPTIONS

Capital Improvement Plan

Traffic Management Program - Intelligent Transportation System (ITS)

Project Number: T8150

Project Cost: \$26,630,900

Estimated ITD Expenditures: \$6,005,800

Operating Impact: \$0

Location: Multiple locations

Description: Design and construct and/or procure and install a comprehensive system of automated traffic counting and video observation devices to reduce traffic congestion and delays through improved signal timing, enhanced public notification and detour routing.

Funding Source(s)	Proposed FY 2004/05	FY 2005/06	FY 2006/07	FY 2007/08	FY 2008/09	Total
Sales Tax	8,458.6	2,828.1	2,318.3	2,250.0	2,880.0	18,735.0
Bond 2000	2,686.5	869.4	-	-	-	4,935.9
Grants	2,960.0	-	-	-	-	2,960.0
Total	14,105.1	3,697.5	2,318.3	2,250.0	2,880.0	26,630.9

Traffic Signal Program

Project Number: T8160

Project Cost: \$4,294,600

Estimated ITD Expenditures: \$1,860,200

Operating Impact: \$0

Location: Multiple locations

Description: Design plans, acquire materials, and install equipment for new and modified traffic signals.

Funding Source(s)	Proposed FY 2004/05	FY 2005/06	FY 2006/07	FY 2007/08	FY 2008/09	Total
Sales Tax	2,824.2	371.5	348.9	350.0	400.0	4,294.6

Trail Development/Acquisition

Project Number: P9035

Project Cost: \$3,445,600

Estimated ITD Expenditures: \$834,400

Operating Impact: \$15,000

Location: Multiple locations

Description: Establish key trail linkages by pursuing trail corridor acquisitions.

Funding Source(s)	Proposed FY 2004/05	FY 2005/06	FY 2006/07	FY 2007/08	FY 2008/09	Total
Bond 2000	1,000.0	500.0	500.0	502.3	-	2,502.3
General Fund	943.3	-	-	-	-	943.3
Total	1,943.3	500.0	500.0	502.3	-	3,445.6

PROJECT DESCRIPTIONS

Capital Improvement Plan

Transfer Station Expansion

Project Number: TBD

Project Cost: \$3,600,000

Estimated ITD Expenditures: \$0

Operating Impact: \$0

Location: 8417 E. Union Hills Drive

Description: Design and construct the second phase of Scottsdale's Transfer Station and install a new floor in existing building located at 8417 E. Union Hills Drive.

Funding Source(s)	Proposed FY 2004/05	FY 2005/06	FY 2006/07	FY 2007/08	FY 2008/09	Total
Sanitation Rates	-	-	-	-	3,600.0	3,600.0

Transfer Station Grappler

Project Number: TBD

Project Cost: \$111,000

Estimated ITD Expenditures: \$0

Operating Impact: \$0

Location: 8417 E. Union Hills Drive

Description: Replacement of the piece of equipment at the transfer station that picks up refuse from the station floor and transfers it into vehicles for transport to a landfill.

Funding Source(s)	Proposed FY 2004/05	FY 2005/06	FY 2006/07	FY 2007/08	FY 2008/09	Total
Sanitation Rates	111.0	-	-	-	-	111.0

Transfer Station Paving and Painting

Project Number: TBD

Project Cost: \$371,000

Estimated ITD Expenditures: \$0

Operating Impact: \$0

Location: 8417 E. Union Hills Drive

Description: Pave a section of the transfer station that is currently coated with recycled asphalt and paint the building to maintain a proper appearance.

Funding Source(s)	Proposed FY 2004/05	FY 2005/06	FY 2006/07	FY 2007/08	FY 2008/09	Total
Sanitation Rates	-	-	371.0	-	-	371.0

PROJECT DESCRIPTIONS

Capital Improvement Plan

Transit Technology

Project Number: T0202

Project Cost: \$1,701,800

Estimated ITD Expenditures: \$0

Operating Impact: \$0

Location: Technology

Description: Purchase and install information kiosks, vehicle locator systems and automatic passenger counters.

Funding Source(s)	Proposed FY 2004/05	FY 2005/06	FY 2006/07	FY 2007/08	FY 2008/09	Total
Bond 2000	-	-	350.0	-	1,351.8	1,701.8

Union Hills Dr.-Scottsdale Road to 74th St.

Project Number: S0319

Project Cost: \$3,400,000

Estimated ITD Expenditures: \$2,312,900

Operating Impact: \$9,000

Location: Union Hills Road from Scottsdale Road to Stacked 40 boundary

Description: Construction of Union Hills Drive as a 4 to 6-lane roadway with a landscaped median and roadway drainage, from Scottsdale Road to the Stacked 40s boundary.

Funding Source(s)	Proposed FY 2004/05	FY 2005/06	FY 2006/07	FY 2007/08	FY 2008/09	Total
Sales Tax	3,400.0	-	-	-	-	3,400.0

Union Hills to Hualapai Transmission Line – Pima Rd.

Project Number: W0401

Project Cost: \$750,000

Estimated ITD Expenditures: \$0

Operating Impact: \$0

Location: Pima Road from Union Hills to Hualapai

Description: Construct water line to transmit water from the water campus via BPS #55B to the existing and future reservoirs in DC Ranch.

Funding Source(s)	Proposed FY 2004/05	FY 2005/06	FY 2006/07	FY 2007/08	FY 2008/09	Total
Water Dev Fees	750.0	-	-	-	-	750.0

PROJECT DESCRIPTIONS

Capital Improvement Plan

Upper Camelback Wash Multiuse Path - 92nd Street/Shea to Cactus

Project Number: T0203

Project Cost: \$1,545,000

Estimated ITD Expenditures: \$212,800

Operating Impact: \$0

Location: Camelback Wash from 92nd Street/Shea Boulevard to Cactus Road

Description: Construct a tunnel under 92nd Street and 1.1 miles of new multi-use path to extend the City's existing path system from the vicinity of Shea/92nd north to Cactus Road/96th Street. On the southern end, this path will tie into a existing path system that connects southwest to Hayden Road and then south all the way to the Salt River in Tempe.

Funding Source(s)	Proposed FY 2004/05	FY 2005/06	FY 2006/07	FY 2007/08	FY 2008/09	Total
Bond 2000	1,545.0	-	-	-	-	1,545.0

Upper Camelback Wash Multiuse Path – Cactus to Redfield

Project Number: T0302

Project Cost: \$1,200,000

Estimated ITD Expenditures: \$80,000

Operating Impact: \$0

Location: 96th Street from Cactus Road to Redfield Road

Description: Construct a tunnel under Cactus Road and 1.2 miles of new multi-use path along the west side of the 96th Street alignment from Cactus to Redfield. On the north end, this project will tie into an existing path system that connects with Horizon park and WestWorld.

Funding Source(s)	Proposed FY 2004/05	FY 2005/06	FY 2006/07	FY 2007/08	FY 2008/09	Total
Bond 2000	1,200.0	-	-	-	-	1,200.0

Upper Camelback Wash Watershed

Project Number: F0203

Project Cost: \$3,942,200

Estimated ITD Expenditures: \$723,200

Operating Impact: \$0

Location: Bounded by Sweetwater Avenue on the north; 96th Street on the east; Shea Boulevard on the south and 90th Street on the west

Description: The goal of the project is to eliminate flooding up to the 100-year event for this major wash corridor. The benefiting area is highly developed with a mix of single-family, multi-family and commercial properties. The total watershed area north of Shea Boulevard is approximately 2.6 square miles.

Funding Source(s)	Proposed FY 2004/05	FY 2005/06	FY 2006/07	FY 2007/08	FY 2008/09	Total
General Fund	210.0	-	-	-	-	210.0
Bond 2000	3,732.2	-	-	-	-	3,732.2
Total	3,942.2	-	-	-	-	3,942.2

PROJECT DESCRIPTIONS

Capital Improvement Plan

Utility Billing System

Project Number: M0210

Project Cost: \$2,791,500

Estimated ITD Expenditures: \$500

Operating Impact: \$216,100

Location: Technology

Description: Purchase and install a new utility billing system that utilizes new technology to meet the needs of our internal and external customers.

Funding Source(s)	Proposed FY 2004/05	FY 2005/06	FY 2006/07	FY 2007/08	FY 2008/09	Total
Water Rates	883.2	-	-	-	-	883.2
Sewer Rates	857.2	-	-	-	-	857.2
Sanitation Rates	857.2	-	-	-	-	857.2
General Fund	193.9	-	-	-	-	193.9
Total	2,791.5	-	-	-	-	2,791.5

Vehicle Security Gate Upgrade

Project Number: A0407

Project Cost: \$120,000

Estimated ITD Expenditures: \$27,600

Operating Impact: \$0

Location: Scottsdale Airport – 15000 N. Airport Drive

Description: Replacement of all Scottsdale Airport vehicle gates.

Funding Source(s)	Proposed FY 2004/05	FY 2005/06	FY 2006/07	FY 2007/08	FY 2008/09	Total
Aviation Funds	120.0	-	-	-	-	120.0

Vista Del Camino Ballfield Renovation

Project Number: TBD

Project Cost: \$841,600

Estimated ITD Expenditures: \$0

Operating Impact: \$10,000

Location: Southeast corner of Roosevelt Road/Miller Road

Description: Add a second lighted ball field to the Yavapai ball field complex. Includes modification of existing field to accommodate new field, replace existing backstop, and upgrade lighting.

Funding Source(s)	Proposed FY 2004/05	FY 2005/06	FY 2006/07	FY 2007/08	FY 2008/09	Total
Bond 2000	-	23.3	818.3	-	-	841.6

PROJECT DESCRIPTIONS

Capital Improvement Plan

Vista Del Camino Remodel/Expansion

Project Number: P0307

Project Cost: \$3,004,700

Estimated ITD Expenditures: \$2,100

Operating Impact: \$22,500

Location: 7700 E. Roosevelt Road

Description: Remodel and expand existing Social Services area at Vista del Camino Park to provide for more efficient use and increased service delivery.

Funding Source(s)	Proposed FY 2004/05	FY 2005/06	FY 2006/07	FY 2007/08	FY 2008/09	Total
Bond 2000	3,004.7	-	-	-	-	3,004.7

Water Distribution System Improvements

Project Number: W9912

Project Cost: \$15,250,000

Estimated ITD Expenditures: \$3,732,000

Operating Impact: \$0

Location: Citywide

Description: Identify and replace water mains, meters, and pressure reducing valves that are inadequately sized. Also, design and construct new water mains at various locations throughout the distribution system to complete loops, provide a backup source, and improve the system to reduce operating costs.

Funding Source(s)	Proposed FY 2004/05	FY 2005/06	FY 2006/07	FY 2007/08	FY 2008/09	Total
Water Rates	7,500.0	2,500.0	2,000.0	1,250.0	2,000.0	15,250.0

Water Oversizing

Project Number: W0710

Project Cost: \$8,214,100

Estimated ITD Expenditures: \$5,910,300

Operating Impact: \$0

Location: Citywide

Description: Oversize water facilities to provide for future ultimate capacity to Master Plan standards.

Funding Source(s)	Proposed FY 2004/05	FY 2005/06	FY 2006/07	FY 2007/08	FY 2008/09	Total
Water Dev Fees	8,214.1	-	-	-	-	8,214.1

PROJECT DESCRIPTIONS

Capital Improvement Plan

Water Quality Improvements - Southern Neighborhoods

Project Number: W0205

Project Cost: \$10,500,000

Estimated ITD Expenditures: \$710,700

Operating Impact: \$0

Location: Thomas Road and Pima Freeway

Description: The City's existing facility in the area of Thomas and Pima Roads requires improvements to address EPA-directed maximum arsenic levels in ground water and to enhance the quality of potable water being produced at this site, by reducing nitrates, total dissolved solids and hardness. This project will also remedy the excessive reservoir scaling currently experienced.

Funding Source(s)	Proposed FY 2004/05	FY 2005/06	FY 2006/07	FY 2007/08	FY 2008/09	Total
Water Rates	10,100.0	-	-	-	-	10,100.0
Water Dev Fees	400.0	-	-	-	-	400.0
Total	10,500.0	-	-	-	-	10,500.0

Water Reclamation Plant - Phase 3

Project Number: V0205

Project Cost: \$23,750,000

Estimated ITD Expenditures: \$2,266,600

Operating Impact: \$0

Location: 8787 E. Hualapai Drive

Description: Construct an 8 million gallon per day (mgd) expansion to the existing 12 mgd Water Reclamation Plant at the Water Campus. Additional facilities consist of a primary and secondary sedimentation basin, aeration basin, disk filter and the associated pumps, electrical and instrumentation features.

Funding Source(s)	Proposed FY 2004/05	FY 2005/06	FY 2006/07	FY 2007/08	FY 2008/09	Total
Sewer Dev Fees	20,750.0	3,000.0	-	-	-	23,750.0

Water Rights Acquisition

Project Number: W6160

Project Cost: \$64,968,000

Estimated ITD Expenditures: \$41,915,600

Operating Impact: \$0

Location: Multiple locations

Description: Acquire, develop and manage pending and future water resources to meet requirements of build-out demands and secure a long-term assured water supply as projected by the current Water Resources Master Plan.

Funding Source(s)	Proposed FY 2004/05	FY 2005/06	FY 2006/07	FY 2007/08	FY 2008/09	Total
Wtr Res Dev Fees	44,052.0	-	-	20,916.0	-	64,968.0

PROJECT DESCRIPTIONS

Capital Improvement Plan

Waterline Replacements

Project Number: W8570

Project Cost: \$16,491,000

Estimated ITD Expenditures: \$11,928,600

Operating Impact: \$3,000

Location: Citywide

Description: Design and construct waterline repair/replacement projects at various locations throughout the city to upgrade existing plastic water lines to acceptable standards.

Funding Source(s)	Proposed FY 2004/05	FY 2005/06	FY 2006/07	FY 2007/08	FY 2008/09	Total
Water Rates	16,491.0	-	-	-	-	16,491.0

Well Sites

Project Number: W4708

Project Cost: \$24,142,100

Estimated ITD Expenditures: \$14,266,400

Operating Impact: \$20,000

Location: Multiple locations

Description: Design and construct new wells and upgrade existing wells at locations determined through the Master Plan.

Funding Source(s)	Proposed FY 2004/05	FY 2005/06	FY 2006/07	FY 2007/08	FY 2008/09	Total
Water Dev Fees	17,142.1	3,000.0	1,000.0	3,000.0	-	24,142.1

WestWorld 115,000 Sq. Ft. Multi-Purpose Building

Project Number: TBD

Project Cost: \$30,027,500

Estimated ITD Expenditures: \$0

Operating Impact: \$1,015,000

Location: WestWorld-16601 N. Pima Road

Description: Construction of an 115,000 square foot multi-purpose/exhibit facility.

Funding Source(s)	Proposed FY 2004/05	FY 2005/06	FY 2006/07	FY 2007/08	FY 2008/09	Total
General Fund	2,000.0	-	-	-	-	2,000.0
MPC Bonds	-	28,027.5	-	-	-	28,027.5
Total	2,000.0	28,027.5	-	-	-	30,027.5

PROJECT DESCRIPTIONS

Capital Improvement Plan

WestWorld Arena Footings

Project Number: D0302

Project Cost: \$87,000

Estimated ITD Expenditures: \$0

Operating Impact: \$0

Location: WestWorld-16601 N. Pima Road

Description: Replace arena footings in all arenas.

Funding Source(s)	Proposed FY 2004/05	FY 2005/06	FY 2006/07	FY 2007/08	FY 2008/09	Total
Bond Interest	71.0	-	-	-	-	71.0
General Fund	16.0	-	-	-	-	16.0
Total	87.0	-	-	-	-	87.0

WestWorld Arenas 6, 7 & 8 Relocation

Project Number: D0206

Project Cost: \$609,000

Estimated ITD Expenditures: \$2,400

Operating Impact: \$0

Location: WestWorld-16601 N. Pima Road

Description: Move and reestablish WestWorld Arenas 6, 7 & 8 to a location southwest of the Equidome and relocate existing open drainage channels to improve the area for expansion of existing events and to attract new events and shows.

Funding Source(s)	Proposed FY 2004/05	FY 2005/06	FY 2006/07	FY 2007/08	FY 2008/09	Total
Bond 2000	609.0	-	-	-	-	609.0

WestWorld-Covered Arenas & Walkway to Equidome

Project Number: D9902

Project Cost: \$277,000

Estimated ITD Expenditures: \$0

Operating Impact: \$0

Location: WestWorld-16601 N. Pima Road

Description: Design an additional arena with a canopy structure, not an enclosed structure.

Funding Source(s)	Proposed FY 2004/05	FY 2005/06	FY 2006/07	FY 2007/08	FY 2008/09	Total
General Fund	277.0	-	-	-	-	277.0

PROJECT DESCRIPTIONS

Capital Improvement Plan

WestWorld Driveways and Pedestrian/Horse Paths

Project Number: D0405

Project Cost: \$253,300

Estimated ITD Expenditures: \$0

Operating Impact: \$0

Location: WestWorld-16601 N. Pima Road

Description: Pave specified driveways and pedestrian walkways on the equestrian show ground areas.

Funding Source(s)	Proposed FY 2004/05	FY 2005/06	FY 2006/07	FY 2007/08	FY 2008/09	Total
Bond 2000	166.4	86.9	-	-	-	253.3

WestWorld-Electronic Signage

Project Number: TBD

Project Cost: \$60,000

Estimated ITD Expenditures: \$0

Operating Impact: \$5,000

Location: WestWorld-16601 N. Pima Road

Description: Install an electronic monument sign at the main entrance to WestWorld at the 101 access road.

Funding Source(s)	Proposed FY 2004/05	FY 2005/06	FY 2006/07	FY 2007/08	FY 2008/09	Total
Contributions	60.0	-	-	-	-	60.0

WestWorld Landscaping Plan

Project Number: TBD

Project Cost: \$225,100

Estimated ITD Expenditures: \$0

Operating Impact: \$0

Location: WestWorld-16601 N. Pima Road

Description: Design and implement a landscaping plan for WestWorld.

Funding Source(s)	Proposed FY 2004/05	FY 2005/06	FY 2006/07	FY 2007/08	FY 2008/09	Total
Bond 2000	225.1	-	-	-	-	225.1

PROJECT DESCRIPTIONS

Capital Improvement Plan

WestWorld Paving Projects

Project Number: D0303

Project Cost: \$530,500

Estimated ITD Expenditures: \$424,500

Operating Impact: \$0

Location: WestWorld-16601 N. Pima Road

Description: Bury existing utility pedestals, grade and pave all areas west of the Equidome with a permanent asphalt overlay, and repair and resurface pad west of the Equidome (550,000 sq. ft.).

Funding Source(s)	Proposed FY 2004/05	FY 2005/06	FY 2006/07	FY 2007/08	FY 2008/09	Total
Bond 2000	530.5	-	-	-	-	530.5

WestWorld Restroom Facility

Project Number: D0207

Project Cost: \$669,500

Estimated ITD Expenditures: \$68,100

Operating Impact: \$9,000

Location: WestWorld-16601 N. Pima Road

Description: Design and construct a large public restroom facility at the Ramada structure, northeast of the Polo Field. The restroom facility will contain 80 stations total.

Funding Source(s)	Proposed FY 2004/05	FY 2005/06	FY 2006/07	FY 2007/08	FY 2008/09	Total
Bond 2000	669.5	-	-	-	-	669.5

WestWorld Stall Mats

Project Number: TBD

Project Cost: \$124,800

Estimated ITD Expenditures: \$0

Operating Impact: \$0

Location: WestWorld-16601 N. Pima Road

Description: Purchase stall mats for 624 horse stalls at WestWorld.

Funding Source(s)	Proposed FY 2004/05	FY 2005/06	FY 2006/07	FY 2007/08	FY 2008/09	Total
General Fund	124.8	-	-	-	-	124.8

PROJECT DESCRIPTIONS

Capital Improvement Plan

WestWorld-State Land Acquisitions

Project Number: D0301

Project Cost: \$18,100,000

Estimated ITD Expenditures: \$0

Operating Impact: \$0

Location: North of WestWorld boundary, east of the 94th Street alignment and south of Bell Road

Description: A cooperative effort among the City of Scottsdale, Arizona State Land Department, and the Bureau of Reclamation for the acquisition of land adjacent to WestWorld.

Funding Source(s)	Proposed FY 2004/05	FY 2005/06	FY 2006/07	FY 2007/08	FY 2008/09	Total
MPC Bonds	18,000.0	-	-	-	-	18,000.0
General Fund	100.0	-	-	-	-	100.0
Total	18,100.0	-	-	-	-	18,100.0

Zone 12/13 Water System Improvements

Project Number: W9913

Project Cost: \$8,528,000

Estimated ITD Expenditures: \$6,197,200

Operating Impact: \$0

Location: 114th Street and Dixileta Drive

Description: Design and construct a 1.5 MG Zone 12 reservoir in the vicinity of 114th Street and Dixileta Drive. Design and construct a Zone 13 booster pump station at Alma School Road and Dixileta Drive. Construct approximately 3,000 linear feet of Zone 12 transmission line from the proposed BPS to the proposed reservoir. Install additional pumps at the existing Zone 12 booster pump station #100.

Funding Source(s)	Proposed FY 2004/05	FY 2005/06	FY 2006/07	FY 2007/08	FY 2008/09	Total
Water Dev Fees	8,528.0	-	-	-	-	8,528.0

Zone 12/13 Water Transmission Lines

Project Number: W0304

Project Cost: \$6,680,000

Estimated ITD Expenditures: \$79,300

Operating Impact: \$5,000

Location: 114th Street and Dixileta Drive

Description: Design and construct two Zone 12 water transmission lines, in 114th Street from Dynamite Blvd. to the new reservoir site at the SWC of 114th Street and Dixileta Drive. Construct approximately 18,500LF of Zone 13 water line from the new reservoir site to 114th Street then south to Jomax.

Funding Source(s)	Proposed FY 2004/05	FY 2005/06	FY 2006/07	FY 2007/08	FY 2008/09	Total
Water Dev Fees	6,680.0	-	-	-	-	6,680.0

